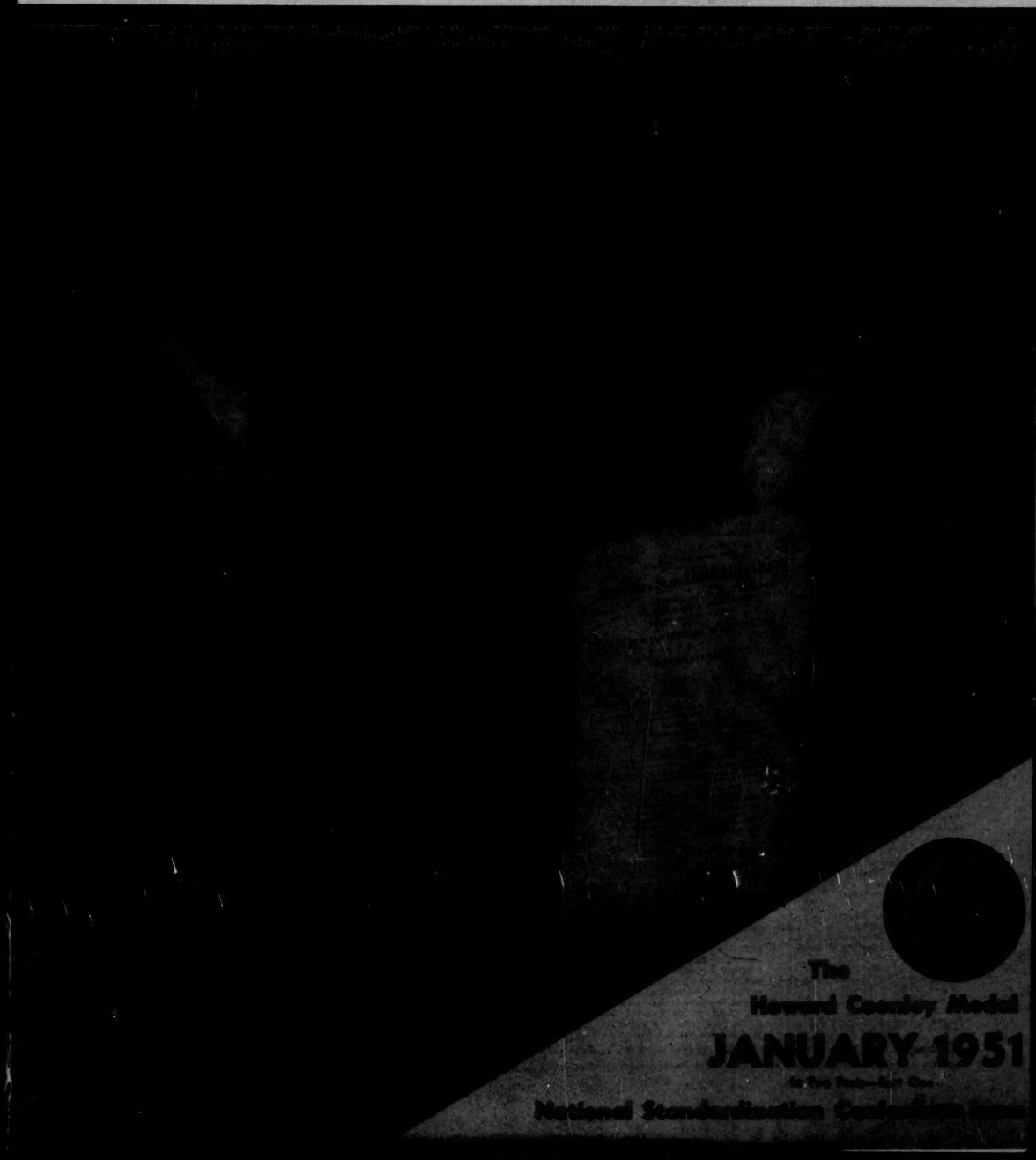
Standardization

News Magazine of the American Standards Association, Incorporated



The Howard Coonley Medal

JANUARY 1951

In the Publication Issue

National Standardization Conference Issue

American Standards Association

Incorporated

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Company Members—More than 1900 companies hold membership either directly or by group arrangement through their respective trade associations.

Marginal Notes

"Public Relations in Action"—

Information was the keynote of the First National Standardization Conference, including the 32nd Annual Meeting of the American Standards Association, held November 27, 28, and 29 at the Waldorf-Astoria, New York. The active discussion that followed the sessions on industrial mobilization, purchasing, construction, consumer goods, and on company use of standards, showed the vital interest of those present and indicated how badly such opportunities for exchange of ideas are needed.

The Annual Meeting at the American Standards Association, held the first morning, was presided over by Dr Harold S. Osborne, chief engineer of the American Telephone and Telegraph Company, and vice-president of ASA. In serving industry during 1950, Dr Osborne said, ASA has approved 149 American Standards, 66 new and 83 revised. Among these were standards for the building industry, textiles, gas-burning appliances, highway traffic, motion pictures, photography, electrical products, industrial safety, and mechanical industries. They bring the total of American Standards to 1,139.

Information on costs and results of American Standards Association activities never show the enormous expenditure of time and effort given by technical leaders in industry who have initiated and carried forward standardization projects, Walter C. Wagner said in his report as chairman of Standards Council. Some 4,000 experts from a wide variety of fields are now serving on ASA committees, he said. Mr Wagner paused to pay tribute to one of these men who is now retiring from active duty.

"Dr E. C. Crittenden, Associate Director of the National Bureau of Standards, has played a major part in the approval of basic standards," he said. "He has served outstandingly in the reorganization of ASA in 1928, and over the years has often acted as our Chief Delegate to the

International Electrotechnical Commission meetings here and abroad. In his work on the Electrical Standards Committee and later as chairman of the Standards Council his contributions were those of a balance wheel in resolving the various viewpoints and directing them to constructive ends. We trust that for many years we may still continue to have the benefit of his counsel and inspiration."

"Voluntary standards are public relations in action," Vice Admiral G. F. Hussey, Jr, managing director of ASA, told the meeting. Standards for the installation of plastering and for safety in the rubber industry were developed with broad cooperation between management and labor, he explained. This, he said, showed good labor relations. The Safety Code for Mechanical Refrigeration brought together representatives of 37 groups. This showed good public relations among diverse groups.

"The ASA has been the greatest factor in keeping solutions of industrial problems in the hands of free enterprise," Admiral Hussey declared. "It has provided the means for such solutions, thus averting Government regulation."

Those who heard FTC's Lowell B. Mason talk on Non Parallelia at the Conference luncheon agreed that it was one of the best luncheon speeches they had ever heard. Mr Mason's approach to his subject was enlivened by the fact that he had just returned from a visit to England. Officially, he was there to exchange ideas with the Board of Trade and to deliver two lectures before the School of Economics and Political Science, University of London.

Picture Credits

Acme News Pictures: Front cover; page 23, top and bottom left; page 24 bottom left; page 30.

Gene Dauber, New York City: Pages 4, 5, 6, 11, 12, 17, 18, 19, 20, 21, 22; Page 23, bottom right; Page 24, bottom right; Pages 25, 26, and 27.

Opinions expressed by authors in STANDARDIZATION *are not necessarily those of the American Standards Association.*

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Standardization is dynamic, not static. It means not to stand still, but to move forward together.

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ASA

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Ruth E. Mason, Editor Dollie Carpenter, Production Editor

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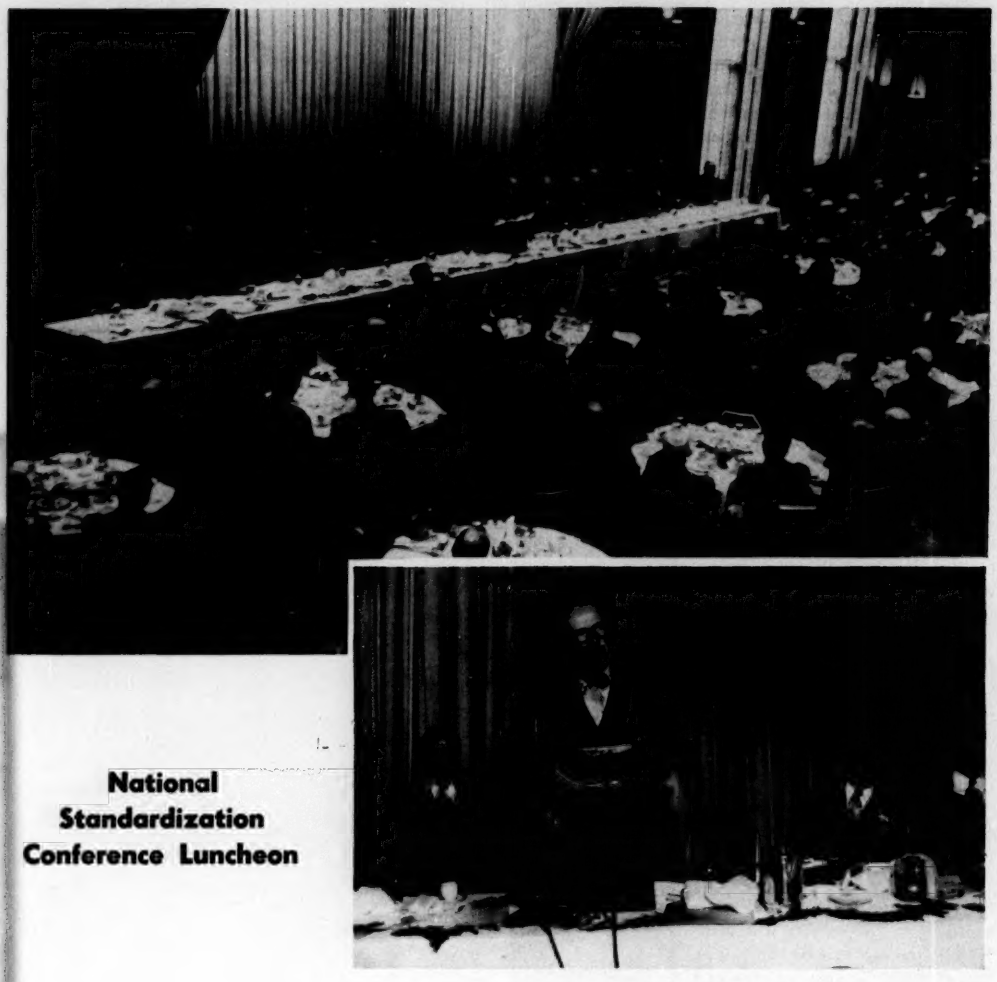

National Standardization Conference Luncheon

Executives and engineers from 26 states, Canada and Sweden, heard the Honorable Lowell B. Mason, Federal Trade Commission member, speak at the luncheon that brought the National Standardization Conference to a close November 29. Theme of the Conference was "Standards—Spearhead of National Mobilization." Sessions during the three-day Conference surveyed the standardization picture as it appears in national defense, in company operations, in procurement, in the construction industry, and to manufacturers, retailers, and household purchasers of consumer goods.

The FTC's Search for a New Role

by the Honorable
Lowell B. Mason

IF I had my way, there would be a country on this earth where there would be no such an organization as the American Standards Association. I would call the country NON PARALLELIA. I would want it quite close to America so it would be easy for some of my friends to visit.

In Non Parallelia there would be no organized efforts devoted to the educational and scientific aspects of the standardization of measurements, materials, products, methods, operations and nomenclature in industrial production and distribution.

In Non Parallelia, if a man wanted to make bolts and nuts with threads $^{37}/_{91}$ of an inch wide, he would not have huge and powerful consumer groups pressuring him to make $^{3}/_{16}$ bolts instead. In fact, in Non Parallelia we would require all men to make their products just a little different in size from everybody else.

This idea that railroad tracks, as well as thousands of other items in constant and general daily use, should be the same width is a vicious product of the American way of life and leads to what, in some Government economic circles, is known as "Conscious Parallel Action."

No Parallel Action

In Non Parallelia we will have no parallel action. Think what a great boon this will be to architectural change. The cement in houses will crumble at different periods of time. Some houses will fall down in one year, some in three, and some may last seven. This will increase building and stimulate the construction industry.

In Non Parallelia we shall protect the populace against the ill effects of free competition also. For you know that in a free enterprise market rival goods of similar quality are apt to gravitate to identical prices. One merchant, knowing he can't get more for his product than his competitor and realizing that if he offers his wares for less, his competition will do likewise, generally arrives at a price where the hope for maximazation of profits is secondary to the desire to stay in business.

In Non Parallelia there will be no dull repetitive existence such as the American householder and his wife now have.

Take for instance the insignificant, but quite important operation known as watering the grass. Here in America, every man's hose coupling is the same size.

Walk up and down the residential streets of our cities; knock on every door; and you will find the same drab similarity in lawn faucets.

There is nothing in American lawn tending that sets one man apart from his less successful neighbors.

When it comes to watering the grass, we have no men of distinction.

Non Parallelia will not use the interchangeable thread system developed under the auspices of the American Standards Association in conjunction with the British and Canadians.

Think what a boon it would be to live in a country where you definitely know your neighbor will not come over to your house to borrow your hose because it wouldn't fit anyway. Probably your hose will not even fit your own faucet. But that will only make watering the lawn a thrilling adventure rather than a routine.

In Non Parallelia I am going to do

Since his appointment to the Federal Trade Commission in 1945, Lowell B. Mason has waged a battle to simplify and modernize antitrust and fair trade regulations. He once stated that he had counted as high as 2,200 inhibitions which the FTC has exercised against businessmen, some of them based on laws 58 years old. One of his first acts while serving as chairman of the commission in 1949 was to seek Congressional approval of a reduction in the discretionary powers of his agency. His unorthodox opinions on cases coming before the FTC have caused him to be known as the dissenter. Just before his appearance at the National Standardization Conference, Mr Mason had returned from a visit to England where he had worked with the Monopolies Commission and the Board of Trade. (In the above photo Vice Admiral G. F. Hussey, Jr, left, is shown talking with Mr Mason.)

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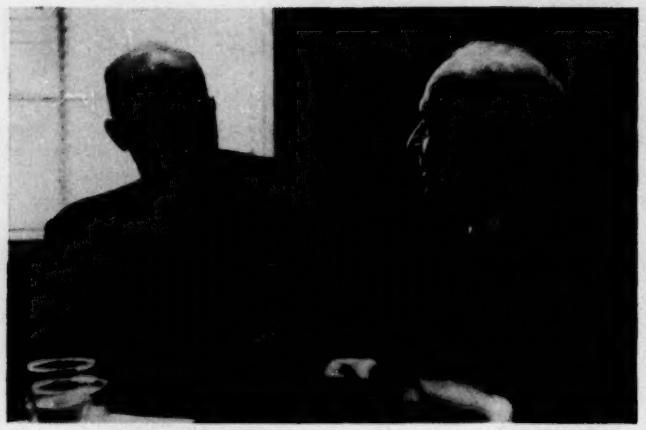


Prof H. K. Work, New York University, (left) and Rufus E. Zimmerman, Vice-Pres, U. S. Steel Corp, and former ASA president, chatting at luncheon.

away with all other organizations such as are associated with the American Standards Association, for instance: The American Gas Association; American Institute of Chemical Engineers; American Institute of Electrical Engineers; American Iron and Steel Institute; American Petroleum Institute; American Society of Mechanical Engineers; American Society for Testing Materials; Automobile Manufacturers Assn; American Home Economics Assn; National Board of Fire Underwriters; National Electrical Manufacturers Association, and dozens of others.

I am going to tell you why I am not going to let these organizations operate in Non Parallelia.

You all remember Adam Smith the old Scotch economist who lived back in the days when George Washington was having trouble with King George. Adam Smith, in his book on economics, said that when business men get together at a picnic it bodes no good for the consumer, so in Non Parallelia we are not going to let you business men work out your industrial problems. In Non Parallelia we are going to have all that work done by Government bureaucrats who do not known anything about Dimensional Coordination, Combined Specifications for Materials and Installation Work, Tensile Strength of Hydraulic Cement Mortars, Identification of Piping Systems, Ductility of Bituminous Materials, Sieve Analysis of Mineral Failure, Weather Resistant Saturants, Cupola Malleable Iron Specifications, and the Photographic Exposure Computer.

A Fresh Outlook

Because we bureaucrats do not know anything about these things we will be able to bring a fresh outlook to the world. In Non Parallelia we won't allow anyone in Government who has made a success in business —fellows like Ralph Flanders, Bill Batt, Jolly, Osborne, Wagner, and your other directors. I doubt if we would even take George Hussey because he knows too much and such men are dangerous. Of course, we won't give any decorations or medals such as the Howard Coonley Award. In Non Parallelia all good things must come from Government. The responsibilities for higher ethical business practices, the encouragement of standards by which business men may form a basis for comparison and evaluation, and by which consumers may achieve precise knowledge before purchasing will all be taken away from the private endeavors of industry organized for the social utility of the public. We'll put all this work in the hands of the Federal Non Parallelian Board for the Disruption of Mass Production and Mass Distribution. We would not allow the Modular principal in building construction; we reject the engineering approach and substitute the political approach. Mandatory construction details will be the order of the day instead of performance requirements. This will effectively check any encouragement of production of improved materials and processes.

You may not want to live in Non Parallelia. Frankly, I wouldn't care to either. There are Communists in this country who seek to do away with our American system of free enterprise and the American concept of the sacredness of a person's own individual liberty, and we'd all like to send those folks back to Russia. I too would like to have a country like the Non Parallelia I have described to send all those bureaucrats in Washington who look upon all trade association work with a bilious eye and don't like any coordinated effort of business to raise our standards of living.

Do you think it would be impractical to organize a country such as Non Parallelia?

Nonsense!

As a matter of fact if it hadn't been for recent changes in the Federal Trade Commission's tactics brought about by an injection of new blood in the Commission itself, I am convinced we might have installed a Non Parallelian system right over here. There is nothing that irks some Washington bureaucrats so much as seeing two business men doing something the same way. Unfortunately, for a good many years as long as there was no conspiracy in restraint of trade there was not much these bureaucrats could do about it, until finally in 1941 we developed the theory of the wickedness of Conscious Parallel Action.

The "Wickedness" Theory

Every smart business man condemns restraints of trade and price fixing but I don't suppose there is a business operation going on in the United States in interstate commerce today which does not involve the use of Conscious Parallel Action. The

theory of its wickedness was originally developed in the famous Rigid Conduit Case which was filed in 1941. It seems there was a conspiracy to fix prices in that industry, but unfortunately there were some people not engaged in that conspiracy who were charging the same price because they couldn't get anything more and didn't want to take less. Nothing disturbs the bureaucrat's "id" more than the fact that business men are charging the same price knowing they are charging the same price.

The theory as expressed in that decision was that those who were not guilty of conspiracy but were charging the same price as someone else, knowing it, were guilty as well. The case went to the Supreme Court and by a divided vote the decision was sustained.

A Novel Idea

The idea of issuing sanctions against business men in the absence of guilt is novel to the American scene. Commissar Krylenko started it in Russia. In the time of their militant communism the Russians worked out a theory that they could issue sanctions against people for doing something that was socially dangerous regardless as to whether they personally were guilty of any violation of law.

The concept over here was that when everyone charged the same price, no matter why, they were following Conscious Parallel Action, and that was socially dangerous, although not a violation of any law. The Rigid Conduit decision stands, but I have a suspicion that the new Commission will let its theory wither on the vine.

Besides a desire born of its new membership for a fresh role, the Commission perforce is confronted with the dire necessity for one. Faced with a Congress hostile to the Federal Trade Commission's former views on Conscious Parallel Action and freight absorption, and spurred on by the Chief Executive's confident prediction that the Commission will not condemn perfectly reasonable methods of competition, our rejuvenated agency will, in my opinion, revise two of the positions taken by the old Commission back in the 1940's.

The first is the intolerable Krylenko theory which gave authority to the issuance of commands against people without first finding them guilty of wrong.

I am not sure whether Commissar Krylenko got the Conscious Parallel Action theory from the 1941 Federal Trade Commission, or whether the Commission got it from Krylenko.

Maybe it was just unconscious parallel action, but at any rate, if you will read the general survey of the Role of the Judiciary in the University of Michigan's Book on Soviet Civil Law, particularly pages 245 to 247, you will find a more lucid explanation than I am able to give of why the old Commission wanted to eliminate the principle of personal guilt as the basis for the imposition of sanctions and why it wanted to substitute the concept of social danger in the case of Conscious Parallel Action.

Krylenko, Commissar of Justice in the USSR, the author of this interesting bit of ideology, was liquidated shortly after he invented it, and from the paucity of the record, I am unable to determine whether Vishinsky, who became Attorney General, still holds to that theory or whether the Rigid Conduit decision of the Federal trade Commission on Count II of the complaint stands as the only remaining landmark of the Krylenko theory.

Theory Rejected

While I hate to say anything good about them, there appears to be an indication in the book on Soviet Law that the Russians are now rejecting the Krylenko philosophy of sanction without personal guilt. In this country I am confident that the Commission's new role will also let the Krylenko theory wither on the vine.

The other position that I predict the Commission will re-assess is the old theory that varying mill nets realized by manufacturers when they absorb freight to meet competition will no longer be used as the basis for orders under section 2 (a) of the Robinson-Patman Act. Mr Dooley once remarked that the Supreme Court followed the election returns. I do not mean to indicate that the new Commission follows Mr Dooley's dicta. But, as I pointed out at Harvard University two and a half years ago, the old Commission's strained position was tantamount to condemning all freight absorption, because you can't help get varying mill nets with freight absorption. As neither House of Congress seemed to be happy over the banning of freight absorption, nor, if I correctly interpret the Chief Executive's veto message, was he happy over it either, it may be that Mr Dooley's aphorism will apply to us. After all, these people are our bosses. The President appoints us and the Senate confirms (or refuses to confirm), and the House holds the purse strings.

But let's be polite and say that the Commission's new role on this problem is in a large measure stimulated by the dire results which would occur to our distribution system if we forced all business to stop freight absorption and forced all business men to stop conscious parallel action.

Predicts Cooperation

To sum up, I predict a new emphasis on cooperative efforts to eliminate not only false and misleading advertising but also antitrust violations which are only inferentially provable.

I predict a sincere desire on the part of the Commission to work with private agencies such as the American Standards Association, the Better Business Bureau and other nonprofit organizations whose essential existence is based on service to the public and to the consumer.

In my opinion, no longer will the Commission find itself a place in the sun of Congressional appropriations by carrying on lengthy and costly litigations with tens of thousands of pages of testimony. The courts are weary of our unreadable and undi-

gestible transcripts of testimony. *Anthony Adverse*, one of the first of the new American novels to break 700 pages, was a best seller in spite of its length, not because of it.

Probably most of the hundred thousand pages of material in the Cement and allied cases served only one purpose—to overwhelm rather than enlighten the courts.

Nor will the Commission satisfy its former hunger for recognition in the public eye by elaborating on its pose as chief ogre to enterprise. We have lost first place to the Federal District Courts. Their triple damage judgments based on private litigation are much more to be feared than the threat of a mere $5,000 per day penalty collectible by the Federal Trade Commission. In fact, considering the ground work laid by the recent Russellville, Bruce's Juices and cosmetic cases, I am inclined to believe that those companies which absorb freight in interstate distribution, or who give quantity discounts unsupported by accountants' proof of savings, might wake up some day with punitive damages against them far in excess of their total capitalization.

We shall never be a fully civilized nation until we separate the problem of compensation for private injuries from the problem of punishment for violating the statutes.

Suits Pending

There is pending now before the Commission for decision, and I commend your attention to the orders when they come out, suits trying out the validity of the Krylenko and the conscious parallel action theory and the mill net theories which the old Commission advanced in the early 1940's. Students of Government control over distribution will be interested to see what the new Commission does with the old Commission's former contentions.

Advocates of industrial self-responsibility will be interested to see what attitude the new Commission takes regarding efforts of men in industry to broaden the basis of competition and to promote intelligent choice by consumers through cooperation in the development and general business acceptance of American Standards.

I don't call attention to Government's past unfriendly attitude towards association work for the purpose of rattling old bones in clothes closets. I do it because we can see better where we are going when we know where we came from. Let me end with an admonition from the *Times*.

> "The greatest tyranny has the smallest beginnings. From precedents overlooked, from remonstrances despised, from grievances treated with ridicule, from powerless men oppressed with impunity, and overbearing men tolerated with complacence, springs the tyrannical usage which generations of wise and good men may hereafter perceive and lament and resist in vain. Hence the necessity of denouncing with unwearied and even troublesome perserverance a single act of oppression. Let it alone and it stands on record. The country has allowed it and when it is at last provoked to a late indignation it finds itself gagged with the record of its own ill compulsion."

Not yesterday's *Times*.
Not the *New York Times*.
But, the *London Times* of 1846.

A century later that advice and that warning are still spot news.

THE FIRST NATIONAL STANDARDIZATION CONFERENCE

DESPITE fierce storms that disrupted communications throughout the East and Middle West, the first National Standardization Conference brought to the sessions at the Waldorf-Astoria, New York, a good delegation from all over the country, as well as several representatives from Canada, and from Sweden.

Leading off the three-day session was the Annual Meeting of the American Standards Association—a joint meeting of the Standards Council (top authority in ASA's technical work) and the Board of Directors (top ASA policy-making authority). Reports from these groups of activities during 1950 (see Marginal Notes) culminated in the keynote speech for the entire Conference delivered by Roger E. Gay, prominent industrialist and member of ASA's Board. Reflecting the problem confronting the world, Mr Gay called attention to the way in which standards, spearheading industrial mobilization, can contribute to increased production and help provide both "guns and butter" (next page).

Following up this theme, spokesmen for three of the top government agencies responsible for standardization activities told what can be expected from the work of these organizations. They emphasized the need for close cooperation between government and industry for the most effective use of materials and production facilities (page 10).

A number of meetings were held concurrently on the second day of the Conference — a morning panel discussion on standards in purchasing (page 18), and an all-day Consumer Clinic (page 22).

The Company Member Conference, central organization for presentation and discussion of company standardization problems, held one session Tuesday afternoon, the other on Wednesday morning, (page 25).

The Wednesday morning session on standardization in construction also brought out ideas for improvement of building codes and for more efficient use of standards in building (page 20).

The Conference of Executives of Organization Members of ASA met in a closed session. W. J. Donald, managing director of the National Electrical Manufacturers Association, was re-elected chairman; T. E. Veltfort, manager of the Copper and Brass Research Association, vice chairman; and G. P. Paine, American Standards Association, secretary.

Committees that met during the Conference included the Model Laws and Ordinances Committee, the Sectional Committee on Letter Symbols, and the Mechanical Standards Committee.

Standards—Spearhead of Industrial Mobilization

"WITHOUT standards, we would still be fighting our wars with spears," Roger E. Gay, president of Bristol Brass Corporation, declared in his keynote speech at the National Standardization Conference.

"Industry cannot mass produce the material of war and get it to battle 'fust' without the most complete standardization of all the component parts that make up modern war equipment," he said.

Quoting Brigadier General Donald Armstrong (USA, ret), Mr Gay pointed to the need for better integration of military specifications with industrial practice. "We need to see that wherever the Army, Navy, and Air Force specifications differ from commercial practice, industry is told why it is necessary," General Armstrong had said. "You and I know that with the high temperatures of the tropics, the severe low temperatures of the Arctic regions, the humidity, and other things like sand and dust that military equipment is subjected to, frequently a departure from commercial standards is needed."

Urges Exchange of Ideas

Mr Gay called for more exchange of ideas and standardization of sources of supply since "more production faster is of little use to the war machine unless the new products being put into the field of battle are interchangeable with the parts already in use."

"Today we have a sort of decentralization," he explained. "An airplane engine manufacturer doesn't make bearings or valves in many cases. He subcontracts that job to experts in bearings and valves. If a competitive airplane engine manufacturer knew from which expert the first company was buying, frequently he could use that same part with only the minor change of increased production—no expensive tooling, no precious set-up time — simply make more of the same."

Whitney Photo

Roger E. Gay

Eight Fundamentals

Eight fundamental standardization points to progress were outlined by Mr Gay:

1. Standards should be voluntary. Industries, like people, are most willing to abide by regulations which they set up themselves.
2. Voluntary standardization is a touchstone of free enterprise. The citizens of the country, who are producers, consumers, and distributors—and often all three in one person—are the best regulators of their own interests.
3. Standards must be built into the very structure of the business organization to operate properly. They are most effective when they are observed on a national scale.
4. Standards must remain flexible. They must not become limitations or controls. They must not become restrictive procedures which industry must follow by mandate.
5. Voluntary standards arrived at by private industry largely obviate the necessity for federal regulation.
6. Power that is unused is soon lost by the possessor. If American business fails to use the power it now has to develop and approve standards, the work of standardization will be taken over by the government.
7. Standardization is a function that costs money and must be paid for. Such costs are simply one expense of doing business. They are as much a routine and necessary business expenditure as legal counsel, advertising, or market research.
8. The ultimate benefit of voluntary standards to any one company depends upon the cooperative efforts of all parts of business and industry. The effectiveness of the services of the American Standards Association will, therefore, expand or diminish according to the willingness of American business to support the national standards body both with effort and funds.

"It is essential that you men in top management take active leadership in assuring the orderly development of acceptable national standards as the only basis for rapid industrial mobilization," Mr Gay declared.

Amplifying his analysis of the production problem facing this country, Mr Gay pointed to the country's high rate of industrial production and almost irreducible minimum of unemployment. Simplification and standardization procedures offer means of preventing disruption of our economy by too radical cutbacks in civilian goods, and at the same time of increasing production without increasing the work force, he declared.

As an example, he cited the experience of one of his associates, owner of a Pontiac, who damaged the door of his car in an accident. In replacing the damaged door, he found that exactly the same door is used on the Chevrolet and on the small Oldsmobile. Despite fierce competition among these members of the General Motors family, they had simplified their products. "Result," Mr Gay pointed out, "three different automobiles, with a maximum of simplification, standardization, and interchangeability in manufacture which produced three 'mores'—more quantity, more economy, more profit."

Mr Gay is president of Bristol Brass Corporation and a director of the Bristol Traction Company, the Bristol Brass Corporation, the Whitney Chain and Manufacturing Company, the National Association of Manufacturers, and the American Standards Association.

STANDARDS IN NATIONAL DEFENSE

The Munitions Board

by Rear Admiral M. L. Ring
Director of Supply Management, Munitions Board

Admiral Ring, with a background of many years in Navy procurement, has worked intensively in the field of procurement standards in government offices since the war. After war-time service in the Pacific, he was assigned to the Bureau of Supplies and Accounts of the Navy Department, then to the Office of the Assistant Secretary of the Navy (Material Division), and in 1947 became vice chief of the Material Division. He was ordered to duty with the Munitions Board last year.

THE National Security Act of 1947 established the present version of the Munitions Board. It is an agency of the Office of the Secretary of Defense—a staff agency. It is not the operating agency; it is the coordinating agency of the three military departments.

My concept of my responsibility, as Director of Supply Management on the staff of the Munitions Board, is that we must exert every possible effort to standardize, to simplify the business processes of the military departments as they affect not only procurement, but every function of supply management.

Some of the things which I am personally concerned with are: Purchasing; cataloging; material inspection; material control; specifications and standardization. When the Congress passed Public Law 152, which established the General Services Administration, the statute granted to the Secretary of Defense the right to exempt his department from the General Services Administration, provided the President of the United States did not direct otherwise. The President, in approving the Act, said to the Secretary of Defense, "I do not desire that you ask for any exemptions or demand any exemptions." He said, "I prefer that you, the Secretary of Defense, the Director of the Budget, and the Administrator of General Services work out together areas of understanding, and areas of agreement, rather than bluntly asking for exemptions."

That is a very important milestone in the simplification process in the Federal Government. It does not make any particular sense to have a good Department of Defense cataloging system, a good Department of Defense traffic management system, a good Department of Defense inspection system, because when and if war ever comes, it is going to affect every branch, every office, every sinew of this entire nation of ours. Truly, we had better be getting ahead with the job of simplifying the business administration processes of the Federal Government.

Under the President's directive, presently, Fred Lawton (it was originally Frank Pace), Jess Larson, the administrator of GSA, and the chairman of the Munitions Board have constituted themselves a policy board. Under them, Russell Forbes, deputy administrator of GSA, Ray Ward from the Bureau of the Budget, and the present speaker, have constituted themselves a working group to try to get together for the whole Federal Government, to the end that the very worthwhile recommendations of the Hoover Commission on reorganization can be made effective. I think we have accomplished something which you, as taxpayers, will be happy to learn.[1]

General Armstrong gave you a mathematical formula, a rather complicated formula, for figuring how strong a nation is. I never believed anything more firmly in my life than that this nation is rapidly passing from the "have" to the "have not"

As moderator for the session on Standards in National Defense, Brigadier General Donald Armstrong (USA, ret), president of the U.S. Pipe and Foundry Company, proposed a formula for assessing a nation's military potential: Manpower, plus economic resources, plus tools, plus skills, plus organization, plus morale, is equal to the national potential, and national potential plus time is equal to our actual power. Standardization enters into the formula as one of management's skills, he said.

"When we examine the countries behind the Iron Curtain, we see that day by day we are becoming inferior in manpower," General Armstrong declared.

"War today is a conflict of industrial systems. As years go on and manpower, economic resources, and the tools of production increase against us, what hope is there for our country unless the three other factors in the equation —our skills, our organization, and our morale—are maintained at the highest possible level?

"In view of our present numerical inferiority and our future inferiority in economic resources and in tools, standardization offers one of the most important skills with which to meet that inferiority with hope for the future."

General Armstrong worked extensively on standards during much of his army career, during which he served as chief of the Chicago Ordnance District, commandant of the Army Industrial College, and commandant of the Industrial College of the Armed Forces.

Rear Admiral M. L. Ring

[1]Admiral Ring announced that December 1 had been set as the deadline for the group's first annual report to the President, and to the Congress.

status, and we cannot afford to waste things.

Those of you who are familiar with the National Security Act will recall that the Congress stated that in procurement it was the will of Congress that commodity classes of material should be assigned, so far as practicable, to one of the three departments.

The intent of that was not to establish one massive purchasing agency for all commodities, but to establish procurement arrangements whereby, to the greatest extent possible, competition between the Army, Navy, and Air Force would be avoided.

By some form of coordinating procurement, approximately 81 per cent of our current procurement dollars are now obtained either by single procurement; by what we call plant cognizance, where one plant is assigned to one service; by jointly staffed procurement agencies, which is the way we buy our medical goods and our petroleum goods; or by a rather loose arrangement known as coordinated procurement, where the purchasing officers sit side by side, and exchange news notes at the time of the procurement. This last is not a very effective way of doing business. The first three methods are pretty good.

Procurement Regulations Published

Further, in connection with procurement, we have made a rather strenuous effort to publish the armed services procurement regulations. These regulations are expected to have 15 sections, 12 of which have been published and are in use. The three hardest ones, quite logically, we reserved for the last. They were termination, pricing policies, and accounting for Government-furnished property in the hands of contractors.

In connection with the termination, we do not have the full authority of the Termination Act of 1944. Of course, we can write into any specific contract finality of settlement, but currently we are having quite a bit of discussion with the Comptroller General of the United States, who was not pleased with the Contract Settlement Act of 1944. We have no replacement statute as yet. We are working on it.

F. R. Lack, Vice-Pres, Western Electric Company (past-president of ASA), talking with Brigadier General Donald Armstrong (right).

I do not know of one single effort that can have a greater and more salutary effect on standardization than our Federal Government cataloging agency. Here, as an example of coordination between the General Services Administration and the Department of Defense, the administrator of GSA has delegated all his cataloging authority to the Munitions Board Cataloging Agency, which is under my general direction. So we have one Federal catalog effort.

To date, there have been described and identified something over a million items. We think when we get through that we will probably have described and identified somewhere between 2½ to 3 million items.

A catalog, as I understand it, is only good as it remains a moving picture. It is out of date five minutes after you publish it, because of the new items which have come into the system.

Due to the tremendous help that Howard Coonley has been giving us, American industry is taking the keenest sort of interest in what we are trying to do to get a system for the numbering and description of parts peculiar to a given manufacturer so that whenever they enter the system anywhere, they can be recognized for what they are.

For an instant, just picture what the problem of surplus disposal would have been at the end of World War II if we had been smart enough and worked hard enough to really have a good supply catalog, instead of trying to sell carloads of boxes, contents unknown.

Data on Cataloging

Obviously, I don't have time to touch, in great detail, on all of the impact of our cataloging system as an aid to standardization. If you are interested in cataloging as a function, we can certainly furnish you from Washington with all the information you want.

There is a tremendous field of effort in material inspection, a field where great economies can be achieved.

Wherever we are using a specification, we have people qualified to determine whether or not material received is up to snuff.

We have conducted a survey of the Federal Government's testing facilities, and we are trying to make sure that we can do a good job in the inspection and testing field for the whole Federal Government—not on the basis of establishment of one great testing or inspection service, but rather on an exchange-of-funds basis for utilization by all of the services and facilities available.

Material control — inventory control—is the determination of requirements by a supply-minded man after the military commander has stipulated the forces that he needs to support. It is a system whereunder you know what you have on order. You know what is in the pipeline. You know what you have on hand, wherever it may be, so that you can satisfy to the optimum practicable requirements for material from what you have on hand, without going out and buying six more of the same.

A Business-like Basis

If we can establish sound material control policies and procedures for the three military departments (together with a good property identification system, such as cataloging; provided our specifications and standards are well set up), you can rest assured that the impact upon the nation's economy with regard to military requirements will be on a sensible, business-like basis.

Currently one of the difficulties that I am having in Washington is trying to establish a sound working relationship between the Munitions Board staff and the joint staff of the Joint Chiefs of Staff.

Somebody some time ago invented two words which have haunted me almost every day. They are known as producer logistics and consumer logistics.

Rather than accept a division of logistics (producer logistics starting with the manufacturer and ending with the reception of the goods into a military warehouse, and consumer logistics handling it from there on to the ultimate consumer, who is the soldier in the field), I am trying to persuade my friends on the joint staff that what we really need is one logistics concept—one concept of a straight line distribution system, where both command responsibilities and business administration responsibilities apply.

If we can do it, and I think we can, the business administrator will not be telling the military commander that he cannot have something. The business administrator will be telling the commander, "Sure, we can get it for you. We can get it this way in so much time. We can get it another way in so much less time. If your demand is so great, you must deny yourself this and this in other fields."

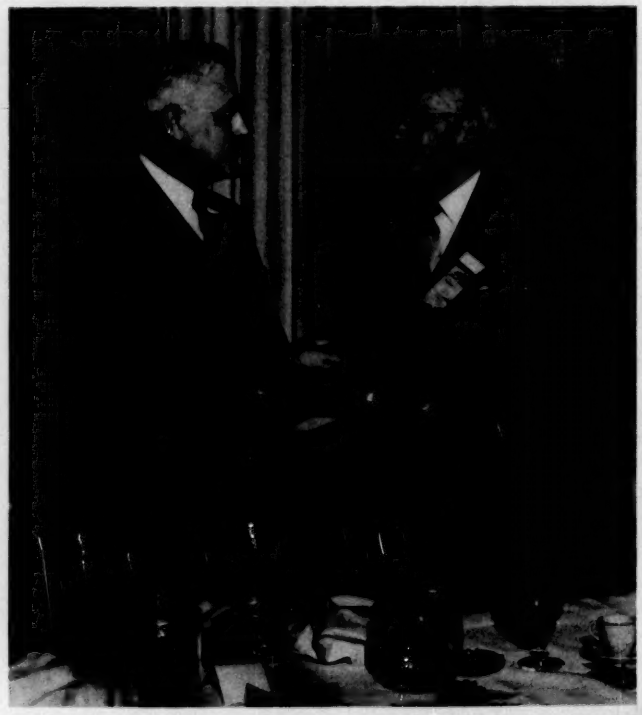
This will give us an integrated concept of the productive capacity of America to satisfy military requirements better than we have ever had before.

Just to touch briefly on the function of traffic management as a function of logistics, we have at long last a good traffic management system in the Department of Defense. By direction of the Secretary of Defense, it has been vested in what is known as the Military Traffic Service.

In storage and materials handling, we have industry advisory committees that are very helpful to us. In the field of storage, we are working closely with the General Services Administration to the end that all Federal Government storage requirements can be met, so far as practicable, from what we have. I think this will save us a lot of money.

The last item that I want to touch on is the field of specifications and standardization, named just that way. I have the Munitions Board Standards Agency. I wish I could report that it is the most successful and most up to date of my several efforts. It is not. We have plans, and we have hopes. Those of you who are familiar with the Federal Government

(*Continued on page* 14)



ASA President Thomas D. Jolly presenting the Howard Coonley Medal and certificate to Mr Howard Coonley at the Conference luncheon.

The Howard Coonley Medal

MR HOWARD COONLEY was honored at the National Standardization Conference as the industrial executive who has contributed most to the country's economy through standardization.

The occasion was the first award of a new medal which has been established by the Board of Directors of the American Standards Association to be presented annually to an executive who "by his practice and preachments has made an outstanding contribution to the national economy through voluntary standards."

The Board of Directors, in establishing the medal, accepted donations from industrial and business organizations to provide for initiation of the award. Because of his long and active service to the cause of standardization the medal was named in honor of Mr Coonley.

The Citation

"Industrialist and business leader, always ready for public service in time of national emergency; a leader in the standardization movement since its early days through active participation in standardization activities of his own company, of the American Society of Mechanical Engineers, of the Manufacturers Standardization Society of the Valve and Fittings Industry—which he was influential in organizing, of the American Standards Association, which he has served for 22 years as a director, for two years as president, and for five years as Chairman of the Executive Committee, and of the International Organization for Standardization of which he was the first president; Vice President of the Emergency Fleet Corporation in World War I, Director of Conservation for the War Production Board in World War II, and Consultant on Conservation to the National Security Resources Board, he has been active in the application of standardization to the solution of national defense problems. Throughout his business career, his public service, and his occupancy of important leadership positions in business and industrial organizations, he has lost no opportunity to emphasize the importance of voluntary standardization to the national economy."

The Board of Directors of the

American Standards Association

in order to recognize outstanding service to the national economy through voluntary standardization, unanimously approves the recommendation of the Award Committee and awards

THE HOWARD COONLEY MEDAL FOR 1950

to

HOWARD COONLEY

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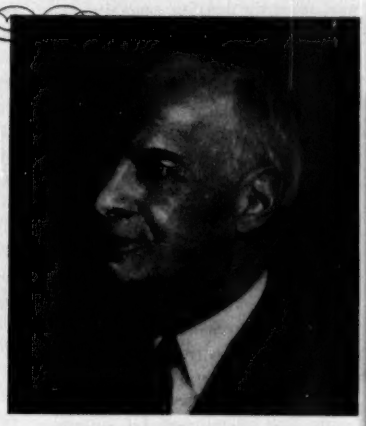


After 22 years as a member of the American Standards Association's Board of Directors, Mr Coonley has now retired from active duty with ASA. He will devote his efforts to industry-government cooperation for greater efficiency in procurement and production.

Selection of the recipient for the first award was made by an Award Committee made up of executives chosen because of their broad experience and wide acquaintanceship. They were named by three of the Member-Bodies of ASA—the American Society of Mechanical Engineers, the American Management Association, and the National Industrial Conference Board.

J. Keith Louden, York Corporation; Louis Polk, Sheffield Corporation; and L. C. Stowell, Underwood Corporation; all members of the Award Committee, carefully studied the standardization accomplishments of a number of distinguished industrial executives. Unanimously, they recommended that the Howard Coonley Medal for 1950 be awarded to Mr Howard Coonley for his service in the field of standardization.

Mr Coonley is now serving as conservation consultant with the National Security Resources Board, thus placing his long experience in standardization at the service of the country. His standardization activities have received international as well as national recognition. When 26 nations formed the International Organization for Standardization in London in 1946, Mr Coonley was unanimously elected its first president.

He is a director and retired board chairman of the Walworth Company, New York, a director of the Link-Belt Company, Chicago, and a director and past-president of the National Association of Manufacturers.

Brigadier General Donald Armstrong (USA, ret), president of the U. S. Pipe and Foundry Company, speaking at the National Standardization Conference, said of him, "If anyone in the United States deserves the title of 'Mr Standardization' it is Howard Coonley. I know of no one who has done so much or deserves so much of his country."

(*Continued from page* 12)

processes know something of the length of the time it takes the Federal Specifications Board to grind out a specification.

We have to get a system that will work faster. It is imperative. We are working on a plan at the present time, in collaboration with the General Services Administration to try to streamline the efforts of the Federal Specifications Board. With its 77 technical committees, with its everlasting reference to every one of the 57 varieties of bureaus and agencies in the Federal Government, it now takes too long to generate anything useful.

A Specifications System

We will probably finally come out with a system of Federal specifications, interim Federal specifications, and a series of military specifications for peculiarly military items of no interest to the Federal Government as a whole. There probably will be a fourth class of straight departmental specifications for those Federal Government departments which have a sole and peculiar interest in something that should be standardized.

When we get our cataloging effort going fast enough and far enough, when we have identified common items to a sufficient extent, when we have set up specifications for those common items, it will not take too smart a supply manager to be able to select for exclusion from the system many of the varieties of common use items which the whole Federal Government now keeps in store.

Visualize Savings

This is all largely in the future. Our accomplishments have not been too great. We understand the problem of simplification and visualize what it can do for us, not only by saving us money in a year-by-year peacetime expenditure, but against that day when war comes. It could be the salvation of the country in permitting us to fight a war without so dissipating everything we own that we will have lost the peace that follows.

Industrial Mobilization and Standardization

by John C. Green

John C. Green has been Director of the Office of Technical services for the U.S. Department of Commerce since 1945, and is in charge of foreign patent protection activities for the U. S. Government. Following the war he was in charge of release of Federal Research data acquired in Germany and Japan. Recently, he received an award for scientific services from the U.S. Secretaries of the Army and Navy.

THE National Security Resources Board and the Department of Commerce have considered the primary order of business to be in the field of certain critical and strategic materials. The D.O.'s and restrictions have been aimed toward the conservation for primary needs of materials like copper, cobalt, columbium, and the like which are essential to the defense procurement program.

The superimposing of a great defense program upon the highest production and consumption of civilian economy the world has yet seen obviously creates severe and continuing shortages. We seem to have too little of everything, particularly in the metallurgical field. Raw materials for many industry uses were not profuse before the present effort. Now we find that metals which were laboratory curiosities a few years ago are of tremendous importance to our military programs. The new tools of warfare created by science—jet engines, guided missiles, and the like—absorb substantial production capacity of metals for which we were just beginning to find beneficial industrial applications.

The orders issued by the NPA in the Commerce Department are clearly in the direction of gearing civilian requirements with the defense programs.

Various ways and means of conserving materials will be examined to determine which may be effectively applied with due regard for industry reaction and acceptance. It may be that some central items will have to be eliminated from normal civilian use. If and when this happens, industry must locate reasonably satisfactory substitutes to preserve its markets.

There has been some comment in the press concerning the possibility that the military agencies will "overspecify" their requirements as a safeguard against being caught again in the state of unpreparedness which has put so much urgency behind the present effort. General Harrison and his men are clearly aware of this possibility and it is never overlooked in their discussion with the military and others who are developing the procurement specifications. Wherever a specification can be prepared to include a satisfactory, less critical supbstitute material or to reduce without weakening the amount of strategic material required, this will be done as one immediate and tangible conservation measure. General Harrison has directed the recruitment of conservation experts for the staff of his industry divisions. Each of the leading industry divisions—iron and steel, nonferrous metals, etc.—will have a trained engineer whose primary responsibility will be to see that conservation in its broadest aspects is properly interpreted and applied. In addition to the individual experts in each industry unit there will be a conservation coordinator in the office of the assistant director in charge of these divisions. It will be the coordinator's task to effectively correlate the work and to see that the benefits of conservation applied in one industry may be given the broadest dissemination in other areas of possible value.

Conservation Techniques

As we approach conservation measures we begin to think in terms which are familiar to experts in the standards field. How may we save facilities — manpower — equipment? These questions and the answers which flow from them directly lead to standardization and simplification. These are techniques which permit reduction of inventory, conservation of materials, and increased production.

The electronics industry has created an advisory technical group

which is currently looking into simplification and standardization in the electronic tube field. Electronic tubes are an example of those scientific marvels which have been translated into basic components of many consumer products and into the heart and fibre of highly classified pieces of military equipment.

The initiative of the electronics industry in taking this approach is deserving of commendation.

One matter must not be overlooked in the development of programs of this type by industry groups. That is the "antitrust" angle. Nothing in the present emergency legislation or program exists which nullifies or cancels the antitrust legislation. The Department of Justice is charged with the implementation of that legislation and they do not contemplate going out of business for the duration. Hence, may I caution industry groups who plan to sit down together and work out standardization and simplification programs to give full cognizance to the antitrust interpretation of their activities. I think I can say that the Department of Justice is sympathetic to the problem, but they are not going to overlook violations because they are undertaken during the present emergency.

The National Security Resources Board

by Howard Coonley

Conservation Consultant,
National Security Resources Board

THE functions of the National Security Resources Board are purely those of mobilization planning. But their planning functions are on such a high level that their programs and recommendations are given immediate and friendly consideration. We conceive our responsibilities to include all aspects of conservation planning—materials, facilities, manpower, and production.

There is no segment of our program that is more important than technical conservation. And technical conservation is in fact Standardization and its corollaries, Specifications, Simplification, and Substitution. Our work in this field has been greatly expedited and facilitated by our membership in the Interdepartmental Standards Council. This is a body set up in December 1949, to coordinate and direct the standardizing activities of all government agencies, military and civil, and to prevent duplication and discrepancy.

A Broad Range

The deliberations of the Council cover a broad range of standards, from those strictly within the provinces of government agencies to those of international character. A subject which is having earnest and continuous consideration is one that interests deeply the National Security Resources Board. That is, standards of drawings and drafting room practices. I do not need to tell you how much time was lost, how many millions of dollars were spent, and how many skilled manhours were wasted during World War II because of the lack of such standards. It is my earnest hope that ASA Committee Z14, which is charged with the rsponsibility under ASME sponsorship of developing such standards, will lend its fullest aid to the work that the Standards Agency of the Munitions Board is now doing in this all-important area.

It is this Standards Agency that provides the machinery for developing military standards. It is in effect a little ASA, for it has no authority or personnel to develop the standards which the three divisions of the Department of Defense may call for. The province of its chairman, A. E. Michelson, is restricted to the certification of the individual project, the delegation of the work to a committee chosen from the military establishment, and the approval of the standard when it is completed. The fact that 1,000 standards were completed and approved in the first eight months of the existence of the Munitions Board Standards Agency indicates the rapidity with which this work is moving. Conservation specialists are working closely with this agency.

Another undertaking of tremendous import to the member-bodies of ASA and to industry as a whole is the development of the Munition Board's Supply Catalog. Those of us who were associated with the War Production Board realize how desperately such a catalog was needed during World War II. The items presently included in government procurement total more than five million. Of these, 3½ million are estimated to be within the area of military requirements. The other 1½ million are included in the systems of the Federal civilian agencies.

The present undertaking is the joint responsibility of the Munitions Board and the Federal Supply Service. Authority for the coordination program has been delegated to the Munitions Board Cataloging Agency, of which Captain DeKay is Chief. The conservation specialists have been working closely with Captain DeKay and his associates. Our principal concern has been to bring industry closely into the picture, and, as far as possible, to reflect industrial practices in the Cataloging Agency's item descriptions. Close cooperation has been developed between the Agency and the principal trade associations so that Catalog Agency representatives can explain the program and techniques of cataloging and can obtain the advice and assistance of association members.

Works at High Speed

Already the number of items to be cataloged has been reduced from five million to three million and the prospects are of still further reduction. The Agency with its limited force is working at high speed to carry out a mandate of former Defense Secretary Louis Johnson, that within a year from September 1950 the cataloging be completed in certain selected categories that contribute most significantly to national defense. It is estimated that from 75 to 80 percent of the items of military supply fall within these categories. To date, more than a million items have been described and indexed.

One more conservation activity for which I hold great hope is the "rein-

(*Continued on page* 29)

ASA Policy-Makers for 1951

Fabian Bachrach

Charles E. Hodges

H. S. Sizer

Fabian Bachrach

G. B. Butterfield

Charles W. Bryan, Jr

FOUR industrial executives representing the fields of insurance, machine tool manufacture, and railroad car building are beginning first terms as members of the Board of Directors of the American Standards Association. Announcement of their election was made at the opening session of the National Standardization Conference. These newly elected ASA policy-makers are: George Bruce Butterfield, secretary of the Hartford Accident and Indemnity Co (nominated by the National Safety Council); H. S. Sizer, assistant to the director of design, Brown and Sharpe Manufacturing Co (nominated by the National Machine Tool Builders Association); Charles E. Hodges, president, American Mutual Liability (nominated by the National Association of Mutual Casualty Companies); and, Charles W. Bryan, Jr, president of the Pullman-Standard Car Manufacturing Co (nominated by the American Society of Civil Engineers).

1951 Officers Elected

Vice Admiral G. F. Hussey, Jr, USN (ret), Managing Director of the American Standards Association, made the election announcements at the opening session of the conference which was held in the Wedgwood Room of the Waldorf-Astoria. At this time Admiral Hussey also officially noted the reelection of officers of the American Standards Association and the reelection of two members of the Board of Directors. Thomas D. Jolly, vice-president of the Aluminum Company of America, will continue in office, his third one-year term as president of ASA. Harold S. Osborne, chief engineer of the American Telephone and Telegraph Co, will continue as vice-president of ASA; and Walter C. Wagner, Philadelphia Electric Co, has been reelected as chairman of the ASA Standards Council. J. R. Townsend, materials engineer with the Bell Telephone Laboratories, Inc, was reelected as vice-chairman of the Standards Council.

Two New Board Members

The two members reelected to the ASA Board of Directors are:

Lester S. Corey, president and general manager of the Utah Construction Co, member-at-large, and Earl H. Eacker, president of the Boston Consolidated Gas Co (nominated by the American Gas Association).

The four men elected to first terms as members of the ASA Board of Directors bring with them respected knowledge of standardization within their fields and provide further industry-wide representation among members of the Board.

George Bruce Butterfield has been with the Hartford Accident and Indemnity Co since 1926. He is a director of the Hartford Home Savings and Loan Association and a member of the President's Highway Safety Conference the President's Conference on Industrial Safety, the Engineers Committee of Underwriters' Laboratories, Inc, two advisory committees of the Association of Casualty and Surety Companies, as well as several other committees engaged in safety study.

H. S. Sizer is chairman of the Technical Standards Committee of the National Machine Tool Builders Association. He is also vice-president of the Providence Engineering Soieety and a member of the American Society of Mechanical Engineers and the American Gear Manufacturer's Association.

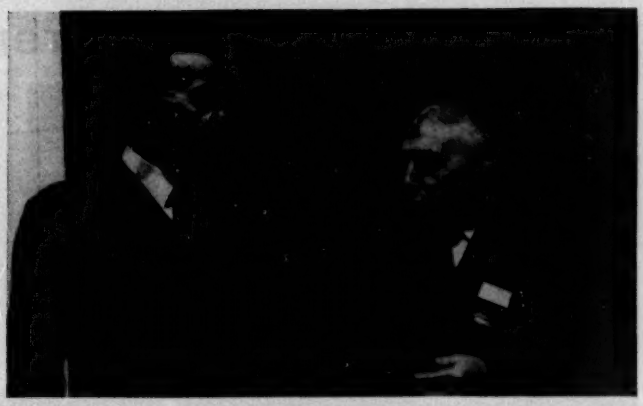
Charles E. Hodges is president of the American Mutual Alliance, Allied American Mutual Fire Insurance Co, and American Policyholders Insurance Co. He is a past president of the American Institute for Property and Liability Underwriters, Inc, and a member of the Insurance Committee of the U. S. Chamber of Commerce. Mr Hodges is also a director of the Rockland-Atlas National Bank, Boston, the Greater New York Safety Council, and several insurance and reinsurance companies.

Charles W. Bryan was elected to his present position with the Pullman-Standard Car Manufacturing Company on July 19 of this year.

The company is the railway car building subsidiary of Pullman, Inc.

Previously he had been with the Federal Shipbuilding Co, Kearny, N. J., since 1917, serving as vice-president and general manager at the time the company was sold to the U.S. Navy in 1948. In 1949 he served in Italy with an Economic Co-operation Administration mission as consultant on shipbuilding and shipping.

Mr Bryan is a past president of the Society of Terminal Engineers, past chairman of the Metropolitan Section of the American Welding Society, and past director of the American Society of Civil Engineers. He is active in the affairs of the Society of Naval Architects and Marine Engineers and other engineering societies.



For length of service to standardization, plaudits go to both Walter C. Wagner, left, and Charles Rufus Harte. For years, Mr Wagner has been a prominent member of the committees which developed the National Electrical and the National Electrical Safety Codes. Mr Harte has been chairman of the Electrical Standards Committee since 1931, as he was of the Electrical Advisory Committee that preceded it.

E. C. CRITTENDEN RETIRES

ON his seventieth birthday, a large group of his friends met at dinner to honor Eugene C. Crittenden, a man who has made outstanding contributions to standardization. He has been closely associated with the ASA almost from its beginning. The dinner, which also marks the retirement of Dr Crittenden as Associate Director of the National Bureau of Standards, took place at the Wardman Park Hotel in Washington on December 19.

As Section Chief, Division Chief, and Associate Director, he has had great influence in the development of policies and of administration in the Bureau over a period of 40 years. Likewise, as chairman of the Standards Council, and member of the Board of Directors of the American Standards Association, he brought wise leadership to the deliberations of both bodies. His contributions to the ASA have been great.

Crittenden has attained the status of elder statesman in scientific research and in broad fields of standards. He has made important contributions to the science and art of illumination in revising and improving the units and standards for electrical and photometric measurements; in the development of national and international standards organizations; and in the industrial application of standards.

One of his most notable achievements has been in the development and adoption of the new fundamental unit of candle power. Starting with the Waidner-Burgess proposal for basing the unit on the light emitted from a square centimeter of platinum at its melting point, he has been a leader in the research and development work, and in negotiations leading to the adoption of this unit by the leading industrial countries, including the USA. In Europe the new unit is known as the "candela."

An Important Role

Likewise, he has played an important role in the improvement of the electric and magnetic units and of the fundamental standards through which they are realized in practice. This applies equally to the research phase, and to the negotiations, national and international, leading to their adoption.

As a member of the ASA top committee on electrical standards, he has played a leading role in the planning and supervision of the electrical standards work. His ability to pour oil on troubled waters has been particularly effective in this committee, which has often been the scene of strenuous controversy.

As a government man, he has shown a sympathetic understanding of industrial problems and points of view, and a striking ability to bring about teamwork between government and industry.

International recognition and a host of friends have come to him through his work in the International Commission on Illumination, International Electrotechnical Commission, International Committee on Weights and Measures, and in the international conferences which set up the International Organization for Standardization.

All those who work with Crittenden find that when one goes to him for help on a problem, he does not bypass or treat the request nominally, he actually digs in and gives real help.

In retirement, he remains an elder statesman!

P. G. Agnew

Standards: A Procurement Tool

Speakers at the Procurement session were Eugene S. Page, George M. Rice, E. H. Weaver, and V. deP. Goubeau. The session was sponsored by the Committee on Standardization of the National Association of Purchasing Agents. Their addresses are summarized on the following pages.

"YOU may expect an increased interest and activity in standardization by purchasing personnel throughout the country," said E. H. Weaver, general chairman of the new Committee on Standardization of the National Association of Purchasing Agents, in introducing the Procurement Session. Mr Weaver, Manager of Purchases, Union Oil Company of California, served as Moderator for the panel of purchasing executives.

He announced that organization of the NAPA's Committee on Standardization has just been completed. Speaking of NAPA's membership in ASA, Mr Weaver said: "We are hopeful that this marriage of NAPA and ASA will be a long and happy one and bring about many successful ventures in standardization."

The purchasing executive "can see the many practical advantages of standardization in direct dollar savings as well as indirect savings through many conveniences and time-savings operations, he explained to the audience.

Following are summaries of the papers presented at the Procurement session, sponsored by the Committee on Standardization of the National Association of Purchasing Agents.

E. H. Weaver (left) and V. deP. Goubeau (center) answered post-speech questions on standardization techniques as applied to purchasing.

The Advantages of Standards and the Benefits to Be Secured by Their Use in Purchasing

by George M. Rice

Purchasing Department, Lincoln Mercury Div, Ford Motor Company

THE Ford Motor Company will save several hundreds of thousands of dollars and get a better product for the job as a result of its standardization program on such supply items as brooms, wrenches, files, flashlights, and pliers, Mr Rice told the Procurement Session. He described the significant advantage to the Purchasing Department of a standardization program in a large company.

"From the point of view of multiple sources of supply, availability, and cost there are increasing advantages in changing from standards which are company wide to standards which are in use throughout an industry or a nation," he said. He told how his own company is studying the idea of changing special tools to industry standard tools. A change from a 2½ in. special length drill to a 1⅞ in. standard length drill for use in converting Rod Operations has resulted in a longer tool life and a saving of $3,500 a year. New possibili-

These papers are abbreviated versions of the addresses delivered at the National Standardization Conference. They are being published in full in a book to be entitled Standards —Spearhead of Industrial Mobilization. *Copies can be ordered from the American Standards Association, 70 E. 45 Street, New York 17, N. Y., at $1.00 each.*

ties for savings are constantly being investigated. Tests are being made now on form tools, drills, reamers, taps, broaches, and grinding wheels. Mr Rice cited examples of savings and outlined the procedures used by the Ford Motor Company. (This paper by Mr Rice will be published in a forthcoming issue of STANDARDIZATION.)

The Purchasing Department's Responsibility for the Promotion of Standardization

by V. deP. Goubeau

Vice President in Charge of Materials, Radio Corporation of America, RCA Victor Division

"ANTICIPATORY Standardization" is the procurement tool that will be our greatest asset in years to come, Mr Goubeau said. That term represents foresight in planning standards, active participation in the organization of standards and in promotion of standards, not merely taking up a standard project when necessary because special items are no longer available.

Standards go a long way toward helping to meet the four cardinal principles of procurement — purchase of commodities, components, or equipment in the proper quantity, in the best available quality for the purpose, at the lowest price possible, and at the time needed.

Specials introduce problems of availability, higher costs, uniformity of quality, and lack of adequate field performance data.

"Do we not then have an obligation to play an active part in the pursuit of further progress in standardization?" Mr Goubeau asked. He answered his question in the affirmative. "A procurement manager who does not acknowledge this obligation is lacking in assuming his responsibility in the business picture."

In RCA, a Policy Committee guides standardizing activities. Members are the Manager of the Standardizing Section, the Assitant Director of Engineering of the Company, the Manager of the General Purchasing Division, and the Chief Engineer and Plant Manager of each of RCA's four businesses. The Manager of the General Purchasing Division coordinates the standardizing activities of these businesses operated by RCA. In addition, engineering and purchasing personnel are constantly having discussions with the Division Standardizing Group made up of engineers.

RCA is a company engaged in the design of products calling for very extensive engineering. Any materials or components which the purchasing people wish to buy must first be approved by the engineers. Substitutes also have to be approved by engineering.

Proper balance between design and standardization is needed. "We must not restrict the creative genius of engineering talent," Mr Goubeau said. "Nor on the other hand, do we want to unduly destroy the use of standards in design because what is on the drawing board today will be running at top speed in your factory tomorrow."

The Development of a Standardization Program

by Eugene S. Page

Purchasing Agent, Great Lakes Carbon Corporation

A WELL planned standardization program will coordinate the efforts of purchasing, operating, technical, and engineering forces, Mr Page declared. His company, a manufacturer, part of the chemical processing industry, has varied activities, and its plants are widely distributed geographically. It has a decentralized method of business organization. From his recent experience in promoting standardization in his own company, Mr Page outlined five principal parts to be

(*Continued on page* 31)

Walter Wiesemann (right) of the Ordnance Guided Missile Center, takes down a few words from Procurement session speaker George M. Rice.

The Place of Standardization in Construction

The panel of construction experts included Lessing W. Williams, E. K. Abberly, Norman P. Mason, and Harry C. Plummer. They discussed standardization in their field from four different viewpoints.

NORMAN MASON, chairman of the Construction and Civic Development Department of the U. S. Chamber of Commerce, served as Moderator for the session on Construction, sponsored jointly by the American Institute of Architects, The Associated General Contractors of America, and The Producers' Council. Mr Mason is treasurer of the William P. Proctor Company, North Chelmsford, Massachusetts.

Although dimensional standardization is the best known type of standardization in the building field, standards of practice are also necessary and should be set up, he said. If standards are to be effective, their use must be urged, and they must be kept up-to-date and flexible. The use of standards needs full discussion, he declared. The panel, representing the contractor, materials producer, and architect, presented the views of their groups. Their papers are summarized below.

The papers reported in the sections on Construction, Procurement, and the Company Member Conference are being included in full in a booklet, Standards — Spearhead of Industrial Mobilization. Copies can be ordered from the American Standards Association, 70 East 45 Street, New York 17, N. Y., at $1.00 each.

As the Architect Sees It

by Lessing W. Williams

Architect, New York

THE architect, representing the consumer and the public, must have a voice in the development of standards if they are to be fully satisfactory, Mr Williams said. Standards affect a building from the viewpoint of design, cost, and time. They promote better understanding between architect and client and between architect and contractor.

The architect protects the interest of the public and therefore wants an adequate variety of standards, Mr Williams said. This necessitates a careful balance between over- and under-standardization.

The procedure of the American Standards Association is important in the building field because it gives the architect, representing the interests of the consumer and the public, a voice in the development of standards, Mr Williams declared.

As the Materials Producer Sees It

by Harry C. Plummer

Director of Engineering & Technology
Structural Clay Products Institute

MANY manufacturers of building products are coming to believe that modular coordination is a good long range investment, which by lowering building costs will create an increasing market for building products. "All who have studied the program agree that it presents the best methods that have been proposed to date of applying the principles of mass production to buildings and still retain the flexibility of design necessary for most structures," Mr. Plummer said.

The past 30 years have seen a substantial change on the part of building product manufacturers in their attitude toward standards, he said. They have learned the value of product and application standards and are, almost without exception, cooperating in the development and use of these standards. "Many groups now realize that construction standards to be complete must include materials in combination and there is an increasing support for standards in this field," he said.

As the Contractor Sees It

by E. K. Abberly

Project Executive and Director, Turner Construction Company

STANDARDS help the contractor in the two divisions of his work: (1) the things done up to the closing of a contract (2) the things done to execute the contract. In the first phase of the work, standards help in "selling" and "estimating" because they define things in a well-known and accepted way, Mr Abberly explained. He referred to the "Standard Contract Documents" sponsored by the American Institute of Architects and by others, which have helped owner, architects, engineers, and contractors to reach common understandings.

The second phase of their work requires the furnishing of labor, tools, plant and equipment necessary to execute the work. In providing labor, safety standards are important, not only from the humanitarian viewpoint but also because they reduce costs that arise from accidents.

Save Time, Reduce Costs

Saving of time and reduction in costs follow from use of standards in the procurement of material.

"Mechanization is one thing the industry has to adopt to the limit of its capacity in an effort to reduce high costs," Mr Abberly said. Standardization plays an important part in the selection of and payment for tools, plant and equipment required for construction, he explained. National joint cooperative committee of the Associated General Contractors, the Construction Industry Manufacturers Association, and the Associated Equipment Distributors are maintaining good relations among the various industry groups. These joint committees will become more important as requirements for equipment increase and problems of controls become more acute, he declared.

Important Work Done

Important work on standardization of sizes and improvement of machinery is being done through the Mixer Manufacturers' Bureau and the Contractors Pump Bureau. Both are affiliated with AGC.

Contractors appreciate the benefits that have derived from the use of ASTM specifications, many of which have become American Standards, Mr Abberly said. He also acknowledged the work of the American Institute of Steel Construction, the American Concrete Institute, the Portland Cement Association, and of such Government agencies as the National Bureau of Standards and the Forest Products Laboratory which have helped in time saved and in better methods.

Recommends State Action

Everything possible should be done to release the industry from antiquated, conflicting building code requirements, Mr Abberly declared. He recommended action at the state level rather than at the municipal level for best results.

Because standards follow performance and must of necessity lag a bit behind the procession, Mr Abberly warns: "Our standards are a sound foundation or base from which to advance, but we must not let them thwart or dull the edge of creative and pioneering efforts if we are to move ahead."

L. C. Stowell, Pres Underwood Corp, and Robert I. Catlin, Vice-Pres, Aetna Casualty and Surety Co, and a member of ASA's Board of Directors at the National Standardization Conference luncheon held at the Waldorf.

Mr Mason is treasurer of the lumber firm of William P. Proctor Company, North Chelmsford, Mass. He is director and immediate past president of the National Retail Lumber Dealers Association. During the war and post-war period he held various government advisory positions in the field of lumber.

Mr Abberly has been associated with the Turner Construction Company for 35 years. He is now working on the construction of Chrysler Building East, an addition to the present Chrysler Building in New York City.

Mr Plummer is secretary of the newly formed Structural Clay Products Research Foundation in addition to his job as director of engineering and technology of the Institute, national trade association of brick and tile manufacturers.

Mr Williams, partner in the firm of George B. Post & Sons, is a designer of office buildings, schools, hospitals, banks, and residences. He was in charge of the design of the library at the University of Louvain, Belgium, given by Americans; was also one of the designers of the Daily News Building, New York; of the Sterling Memorial Library and other buildings at Yale University; and of the libraries of Peabody College, Nashville, Tennessee. For several years he was in charge of setting up standards of planning, construction, and mechanical equipment for local administration with the Federal Housing Administration.

The Consumer Clinic

"We call it pandemonium," Miss Janette Kelley told the audience, referring to the lack of standard-size pots and pans. Miss Susan Henderson displays the baking results of non-uniform measuring devices.

MANUFACTURER, retailer, and consumer viewpoints on the use of standards to give the homemaker what she wants as well as the best value for her money were presented at the all-day Consumer Clinic, November 28.

Home economists and a representative of labor were in agreement that more standards, put into effect through recognized tests, and carried to the homemaker by means of labels, are needed to prevent waste of materials in unsatisfactory merchandise. Retailers agreed that manufacturers were making a mistake in underestimating the desire for facts on the part of their customers. Manufacturers told what they are doing now to help meet the demand for facts on the part of retailers and homemakers.

Herbert O. Bergdahl, executive vice-president of Associated Merchandising Corporation, acted as moderator for the panel discussion. Mail order houses have done a better job of standardization than any other branch of retailing, he said. He insisted that the most important job to be done is to make the American consumer "articulate and vocal" as to his requirements, preferences, and complaints so as to influence all those participating in the manufacture and distribution of merchandise to set up suitable standards and adhere to them.

The ASA Standards Work

"One of the gratifying developments of the past year has been the establishment within ASA of a Standards Mark," said Mrs Elizabeth Sweeney Herbert, Editor of Household Equipment, McCall's Magazine. However, she commented, "I'm afraid that it will not appear on merchandise until the consumer clamor becomes strong enough to carry back through retailer channels to the producer." The successful sales techniques seem to be those that tell the consumer of benefits, she said, adding that the mere printing of a standard does not necessarily promise aid to the consumer.

"It is my conviction that once the Standards (AS) Mark has made its appearance on goods, consumers will come to recognize it as indicative of a promise that products carrying it meet established standards of quality and performance," Mrs Herbert said.

Consumers are "people like us, who every morning climb out from under sheets and blankets, stand on a rug to put on our slippers, push back curtains to close the window, dry with a towel after bathing, unfold a napkin as we sit down to breakfast," Marjorie Rankin, Associate Professor of Home Economics, Drexel Institute of Technology, pointed out. We select our dresses or suits according to what we "like" but afterwards we want to know how they wear, she said. "We'd like the textile to stay the same size, not to shrink or stretch. We don't want curtains which droop at the edges, and creep up in the middle. A child's suit, whether knitted or woven, should fit as well after laundering as before."

Because of the widely diversified market today, the information the consumer wants can successfully be supplied only through labeling, Miss Rankin said. "And the label, to be valid, must be based on nationally recognized standards."

Professor Henrietta M. Thompson, head of the Department of Clothing, Textiles and Related Art, School of Home Economics, University of Alabama, called attention to the section of the Defense Production Act of 1950, referring to standards [Title IV, Section 402, (h)]:

"Nothing in this title shall be construed (1) as authorizing the elimination or any restriction of the use of trade and brand names; (2) as authorizing the President to require the grade labeling of any materials; (3) as authorizing the President to standardize any materials or services, unless the President shall determine, with respect to such standardization, that no practicable alternative exists for securing effective price control with respect to such materials or services; or (4) as authorizing any order of the President establishing price ceilings for different kinds, classes, or types of material or service, which are described in terms of specifications or standards, unless such specifications or standards were, prior to such order, in general use in the trade or industry affected, or have previously been promulgated and their use lawfully required by another Government agency."

Manufacturers Lose Sales

Today reliable manufacturers are losing sales because of their failure to give adequate and helpful information about their products, Professor Thompson declared, quoting *Women's Wear Daily* to the effect that small store executives believe that "facts backed up by the manufacturer would help a great deal in expanding the role of brand names in small store merchandising."

Professor Thompson warned that in a defense economy, retailers, dry

The "standard-measure" cake looks good to Milton Shapin and Miss Janette Kelley.

cleaners, and others who are concerned over the need for better information at the "point of purchase" can demand increased Federal and state regulation to prevent waste in manpower, in materials, and in income.

When junior's new pair of pants carries a label "washable," his mother usually assumes this means it can be either drycleaned or washed, explained Dorothy Seigert Lyle, Consumer Relations, National Institute of Cleaning and Dyeing. Mothers who bought little boys' "washable" dress pants in Cleveland recently and sent them to be drycleaned, however, found they were ruined when the elacticized belt disintegrated. In this case, the word "washable" on the paper label meant "Do not dryclean." Since the labels had been lost before the pants reached them, drycleaning establishments did not receive even this slender warning of possible trouble, Dr Lyle explained.

This is only one of the cases Dr Lyle described in her talk on how better labeling could help the drycleaning industry.

Ephraim Freedman, director of the Bureau of Standards, R. M. Macy & Company, New York City, urged development of more test procedures recognized by authoritative bodies. All American Standards should be built on test methods accepted by an established agency specializing in the field, he said.

Fear of regimentation, fear of unfair competition, fear of losses on substandard products, fear of those who buy "at a price" without regard for quality, and doubt that laboratory tests simulate actual use conditions are some of the seldom-mentioned reasons why standards are rejected by the groups concerned, he said.

Need Colorfastness Standards

Mr Freedman recommended development of colorfastness standards because of a growing tendency to employ cheaper dyestuffs and less expensive finishing procedures.

Since 1946 Macy's have developed approximately 400 informative labels, Mr Freedman reported. "Our efforts are meeting with excellent consumer response," he said.

Milton J. Shapin, Merchandise Administrator, Spiegel, Inc, of Chicago, told the Clinic that in 1949 mail order customers were more satisfied

Speakers Dr Dorothy Seigert Lyle, Professor Henrietta M. Thompson, Miss Marjorie Rankin, and W. M. Timmerman.

Elmer French told the consumer group of the need to dispel confusion about plastics.

with what they received than over-the-counter customers who could see and feel what they bought. In that year returns on merchandise sold by major mail order houses amounted to between 7 and 9 percent; whereas in large department stores returns amounted to more than 10 percent. Mr Shapin credited the use of standards as being the major factor in the mail order house success. Standard terms used in catalogs and standards for construction, size, and materials give a customer a concrete and unvarying guide for buying, he explained. "The direct mail method of selling sustains itself only on the basis of the faith of a customer in how well a delivered product will match her notion of what she sees described," he said.

Elmer French,* chairman of the Informative Labeling Committee, Society of the Plastics Industry, described what the industry is doing to win the confidence of homemakers. "Standardized Specifications" are being developed to define quality, and Informative Labeling is carrying the facts about the product to the over-the-counter buyer. "Standardized Specifications" are the minimum tests, agreed upon within the industry, that a given product must pass to qualify as a first quality product. Consumer demand for the Informative Labeled plastic products already on the market will determine how far the program will be extended, Mr French indicated.

*General Sales Manager, Firestone Plastics Company.

"Our industry is in the unique position of being the only self-regulated industry in the United States in so far as standards are concerned," declared Howard B. Noyes, vice-president, Washington Gas Light Company, Washington, D. C.

Although work on research and standards is expensive, standardization has made it possible for homemakers to buy a modern all-enameled gas range equipped with oven and broiler thermostatic control and automatic burner ignition for the same price as a similarly sized model of 25 years ago without modern appliances, Mr Noyes pointed out.

Calls for Exchange of Ideas

W. M. Timmerman, Commercial Engineer, Household Refrigerator Division, General Electric Company, suggested that ASA committees working on standards for electrical appliances spend more time discussing the objectives of the project. There is need for greater exchange of ideas between groups representing consumer interests and the manufacturers, Mr Timmerman declared. Some of the ideas for improvement might best be handled by standards and others as information for manufacturers on what consumers want, he said.

If the squeeze on consumer purchasing power gets any tighter, more consumers will become dissatisfied with shoddy materials and poorly designed goods, Anthony Valente, International President, United Textile Workers of America, warned. "From such dissatisfaction, government control can become a reality," he said.

"It would be better for industry to police itself, and to work with the American Standards Association for the establishment of consumer standards, before an aroused consumer public demands government action," he declared. It is just at this time of possible shortages of materials and labor that the program of the American Standards Association should be extended to more and more consumer fields, he commented.

Mr Valente spoke on behalf of 16 million Americans who are members of trade unions, and who have limited incomes.

Standardization of measuring equipment and cooking utensils is "a very serious problem for General Mills," said Miss Janette Kelley, Director, Home Service Department, General Mills, Inc. "We spend much time and money to make our recipes as perfect as it is possible for them to be. But the final result is often beyond our control."

(*Continued on page* 31)

Anthony Valente discusses his speech with Mrs Elizabeth Sweeney Herbert and Herbert Bergdahl.

Elmer French and Ephraim Freedman told of standardization progress in the consumer field.

Company Member Conference

REPRESENTATIVES of company members of the American Standards Association met together in the Company Member Conference on Tuesday afternoon and Wednesday morning, November 28 and 29. During their two-session meeting they heard papers on how the radio industry is organized for standardization, on some of the beneficial effects of standardization as experienced in the automobile industry, on the government's use of standards in purchasing and control of supplies, and on how standardization and accident prevention work as a partnership for economy in company operations.

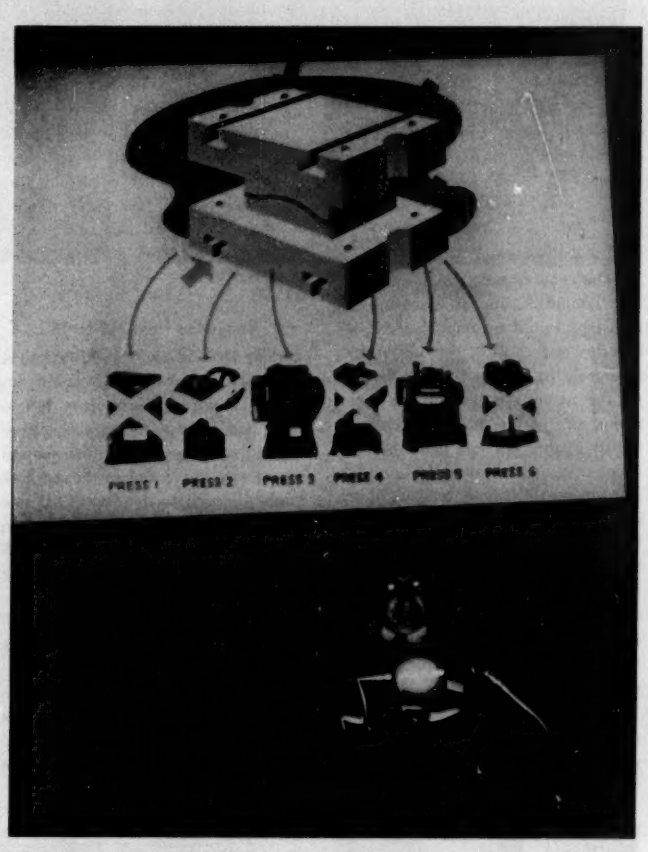
Describes Radio Work

Virgil M. Graham, director of technical relations, Sylvania Products Company, and associate director of the Engineering Department, Radio-Television Manufacturers Association, told about the work of the Joint Electron Tube Engineering Council (JETEC) and the RTMA. The Council was organized by the National Electrical Manufacturers Association and the Radio-Television Manufacturers Association to eliminate overlapping work. Standards proposals prepared by the JETEC committees, and approved by the two sponsoring organizations, are published as RTMA-NEMA standards.

Standardization of component parts is done by the Radio-Television Manufacturers Association, with sections on Receivers, Transmitters, Sound Equipment, Special Electronic Equipment, and committees on Television and FM.

Two ASA sectional committees are immediately concerned with radio—C16 on Radio, sponsored by the RMA, and C60 on Electron Tubes, sponsored by JETEC.

"One activity that is particularly valuable," Mr Graham said, "is participation in the work of the International Electrotechnical Commission. The acceptance of an industry standard as an American Standard gives the item more stature in the international field and more influence in bringing the standardization in other countries into consonance with ours."



Colonel Vincent spoke to the CMC on "Standards Give Assurance." Here he is illustrating with slides how press mountings for dies were standardized, reducing the number of sizes from 750 to 76. Among standards badly needed, Colonel Vincent listed drafting practices and a table of cylindrical fits. The automotive industry is preparing a Drafting Manual for use by manufacturers, suppliers, and related industries, he said.

Willis S. MacLeod, director of the Standards Division of the Federal Supply Services, General Services Administration, speaking on "Government Planning on Standardization," told the Conference that priority will be given to standardization projects which will provide the greatest benefits and savings to the Government. Work will be concentrated on common-use items, such as paper and stationery, office and janitorial supplies, paints and chemicals, furniture and furnishings, he said. The plan is to use applicable standards of industry and technical societies and associations, Mr MacLeod explained. (His paper, describing how the Standards Division operates, will be reported in more detail in the February issue of STANDARDIZATION.)

Speaking of the automotive industry's Joint Industry Conference, Colonel J. G. Vincent (just retired executive vice-president, Packard Motor Car Company), told the CMC "the principle behind the Conference has been that joint action is needed to solve many standards problems."

As an example of the effectiveness

of the industry's standardization program he referred to work done on pressroom equipment.

"There was a wide variation in the size and spacing of tapped holes and T-slots in bolster plates and rams of presses for mounting dies," he explained. "This condition restricted the interchanging of dies between presses. The problem obviously had to be solved on an industry-wide basis, and so a joint industry conference was called.

"The conference group decided that standardization of mounting dimensions would accomplish these desirable ends: (1) provide interchangeability of dies between presses of the same size but of different make; (2) permit quick interchangeability of dies between presses in the event of a breakdown; (3) facilitate interchangeability of bolster plates and dies between divisions and between plants of a division; (4) facilitate jig drilling of pressure pin holes, resulting in greater accuracy and better alignment of dies; and (5) minimize possibility of press breakdown due to use of pressure pins of incorrect size.

"The program began with the double-crank single-action type of press and later included the double-action type, the straight-side single-action single-point press, and the inclinable and C-frame types.

"A survey of large press users and the size listings in catalogs of press builders revealed more than 750 sizes of presses. In many instances these increased the increments as little as $\frac{1}{4}$-inch left to right and front to back. This condition was attributed to the fact that the size of the press bed is usually designed for a particular job at a particular time.

Reduction from 750 to 76

"The conference group established a range of sizes which would increase in uniform increments, left to right and front to back, giving consideration to those sizes which showed a majority usage and to those which might be used in the future. It was found that the number of sizes could be reduced from 750 to 76, not including tonnages and strokes. This standardization, when properly carried out, results in the following advantages: (1) lower inventory, with fewer sizes and more interchangeability; (2) lower purchase prices resulting from quantity buying on fewer sizes; (3) better workmanship resulting from building 'more of the same thing'; (4) easier inspection; and (5) simplification of service and maintenance."

Cyril Ainsworth, Technical Director and Assistant Secretary of the American Standards Association, called standardization and accident prevention partners for economy in operations. Today, safety is essential, he said, since no country, no matter how rich in natural and human resources, can afford a seven and one-half billion dollar economic loss each year through accidents. Standardization procedures are increasingly important in accident prevention, he said, with regulatory bodies more and more making use of American Safety Standards. "The time is fast approaching when the burden of proof will rest very heavily on the regulatory body that promulgates safety regulations differing in requirements from American Safety Standards," he declared.

An Essential Factor

Accident prevention is one of the essential factors that must be taken into consideration in the building of standards, Mr. Ainsworth said. "Strengths of materials are specified, not only in order to insure their effectiveness for the task to be per-

Listening to CMC speeches.

New officers of the CMC.

formed in terms of weight required, durability, resistance to this, that or another force, and other similar factors, but also to insure that a sufficient factor of safety will exist to prevent the possibility of an accident occurring," he pointed out.

Mr Ainsworth pointed to the work done by the automobile industry's Joint Industry Committee which has gone to great lengths in analyzing past accidents so that new standards can include requirements that will prevent similar accidents in the future.

A definite relationship exists between quality control and accident prevention, he declared. "Today it is recognized that all accidents must be investigated to insure as far as possible that interruption of production and spoilage of product as well as personal injury will not occur."

A safety engineer could do well to integrate company safety rules into the engineering, purchasing, and production standards of the company, Mr Ainsworth said. "Company safety rules are company standards and should be processed through the company standards department just as any other standard is processed," he declared, recommending such action.

CMC Administrative Committee

W. P. Kliment of the Engineering and Research Department, Crane Company, Chicago, was elected to serve as chairman of the Company Member Conference for 1951. A. J. Beck, Purchasing Department, Detroit Edison Company, is the CMC's vice-chairman. They are shown above, right, with E. W. Gardinor, International Business Machines Corporation, retiring chairman. (Gardinor, left; Kliment, center; Beck, right). The Administrative Committee (page 26) determines the policies and arranges the program for the CMC.

Left to right—B. H. Jorgenson, Tennessee Eastman Corporation; H. D. Harkins, E. I. duPont de Nemours & Company; Harry A. Marchant, Chrysler Corporation; R. A. Miller, Pittsburgh Plate Glass Company; E. L. Jacobsen, Standard Oil Development Company; W. P. Kliment; S. H. Watson, Radio Corporation of America; L. M. Dalcher, Fairbanks, Morse & Company; R. W. Steigerwalt, Carnegie-Illinois Steel Corporation; A. J. Beck. New members elected November 28 for a three-year term are B. H. Jorgenson; S. H. Watson; R. A. Miller; and L. M. Dalcher.

Above, left—Wm. A. Bischoff, Bell Telephone Laboratories, is in the audience foreground; K. B. Clark, Western Electric Company, to the right.

Below, left—Cyril Ainsworth, ASA; Willis S. MacLeod, speaking; Colonel J. G. Vincent.

Below, right—Virgil M. Graham; E. W. Gardinor; Henry Lamb, ASA.

Willis S. MacLeod spoke to an attentive audience.

Virgil M. Graham discussed radio standardization.

AMERICAN STANDARDS

Status as of December 18, 1950

Legend

Standards Council — Approval by Standards Council is final approval as American Standard; usually requires 4 weeks

Board of Review—Acts for Standards Council, gives final approval as American Standard; usually requires 2 weeks

Correlating Committees — Approve standards to send to Standards Council or Board of Review for final action; approval by correlating committee usually takes 4 weeks

Building

In Board of Review—

Specifications for Gypsum Plastering, A42.1 (Revision of A42.1-1946)
Specifications for Interior Lathing and Furring, A42.4 (Revision of A42.1-1946)
Sponsor: American Institute of Architects; American Society for Testing Materials

Submitted to ASA for Approval—

Pile Foundations and Pile Structures, A96
Sponsor: American Society of Civil Engineers
Specifications for Structural Clay-Bearing Wall Tile, (Revision of ASTM C34-49; ASA A74.1-1950)
Specifications for Structural Non-Load-Bearing Tile (Revision of ASTM C56-49; ASA A76.1-1950)
Specifications for Structural Clay Floor Tile (Revision of ASTM C57-49; ASA A77.1-1950)
Methods of Sampling and Testing Brick (Revision of ASTM C67-44; ASA A82.1-1944)
Specifications for Gypsum (Revision of ASTM C22-41; ASA A49.1-1941)
Methods of Testing Gypsum and Gypsum Products (Revision of ASTM C26-42; ASA A70.1-1942)
Specifications for Gypsum Plasters (Revision of ASTM C28-40; ASA A49.3-1940)
Specifications for Gypsum Wall Board (Revision of ASTM C36-42; ASA A69.1-1942)
Specifications for Gypsum Lath (Revision of ASTM C37-42; ASA A67.1-1942)
Specifications for Gypsum Molding Plaster (Revision of ASTM C59-40; ASA A49.4-1940)
Specifications for Keene's Cement (Revision of ASTM C61-40; ASA A66.1-1941)
Specifications for Gypsum Sheathing Board (Revision of ASTM C79-42; ASA A68.1-1942)
Sponsor: American Society for Testing Materials

Withdrawal Being Considered by Board of Review—

Design for Joint Plates for Seven Inch Girder-Grooved and Guard Rails, E2-1923
Design for Joint Plates for Nine-Inch Girder-Grooved and Guard Rails, E3-1923
Design for Seven-Inch Girder-Grooved Rail, E4-1933
Design for Nine-Inch Girder-Grooved Rail, E5-1933
Design for Seven-Inch Girder Guard Rail, E6-1933
Design for Nine-Inch Girder Guard Rail, E7-1933
7-Inch 82 lb Plain Girder Rail and Splice Bars for Use in Paved Streets, E8-1933
7-Inch 92 lb Plain Girder Rail and Splice Bars for Use in Paved Streets, E9-1933
7-Inch 102 lb Plain Girder Rail and Splice Bars for Use in Paved Streets, E11-1933
Sponsor: American Transit Association

Reaffirmation Requested—

Specifications for Sieves for Testing Purposes (ASTM E11-39; ASA Z23.1-1939)
Sponsor: American Society for Testing Materials

Chemicals

Submitted to ASA for Approval—

Methods of Chemical Analysis of Yellow, Orange, Red, and Brown Pigments Containing Iron and Manganese (Revision of ASTM D50-36; ASA K44-1937)
Sponsor: American Society for Testing Materials

New Project Requested—

Storage and Handling of Anhydrous Ammonia and Ammonia Storage
Requested by: Compressed Gas Association

Consumer

In Board of Review—

Colorfastness to Light (AATCC 16-45) L14.53
Colorfastness of Acetate Rayons to Atmospheric Fumes (AATCC 23-46) L14.54
Resistance of Textiles to Mildew and Rot, and Evaluation of Textile Fungicides (AATCC 30-46) L14.55
Colorfastness to Perspiration (AATCC 15-45) L14.56
Colorfastness to Chlorine Bleaching (AATCC 3-42) L14.57
Colorfastness to Peroxide Bleaching (AATCC 29-45) L14.58
Water Resistance of Fabrics—Resistance to Hydrostatic Pressure (AATCC 18-41) L14.59
Resistance to Water Spray (AATCC 22-41) L14.60
Resistance to Absorption of Water During Immersion (AATCC 21-41) L14.61
Detection of Phototropism (AATCC 32-46) L14.62
Colorfastness to Pleating (AATCC 31-46) L14.63
Resistance of Textile Fabrics and Yarns to Insect Pests (AATCC 24-49) L14.64
Evaluation of Insect Pest Deterrents on Textiles (AATCC 28-49) L14.65
Specifications for Textile Testing Machines (ASTM D 76-49) L14.66
Methods of Testing and Tolerances for Knit Goods (ASTM D 231-46) L14.67
Definitions of Terms Relating to Textile Materials, L14.12 (Revision of ASTM D 123-48; ASA L14.12-1949)
Methods of Testing and Tolerances for Cotton Yarns, L14.13, (Revision of ASTM D 180-47T; ASA L14.13-1949)
Methods of Test for Asbestos Yarns, L14.18 (Revision of ASTM D 299-48T; ASA L14.18-1949)
General Methods of Testing Cotton Fibers, L14.23 (Revision of ASTM D 414-47T; ASA L14.23-1949)
Method of Test for Fiber Length of Wool, L14.32 (Revision of ASTM D 519-40; ASA L14.32-1949)
Methods of Testing and Tolerances for Single Jute Yarn, L14.34 (Revision of ASTM D 541-41; ASA L14.34-1949)
Methods of Testing and Tolerances for Glass Yarn, L14.36 (Revision of ASTM D 578-47T; ASA L14.36-1949)
Methods of Testing and Tolerances for Woven Glass Fabrics, L14.37 (Revision of ASTM D 579-47; ASA L14.37-1949)
Methods of Testing and Tolerances for Woven Glass Tapes, L14.38 (Revision of ASTM D 580-47; ASA L14.38-1949)
Methods of Testing and Tolerances for Woven Glass Tubular Sleeving and Braids, L14.39 (Revision of ASTM D 581-44; ASA L14.39-1949)
Methods of Testing Felt, L14.52 (Revision of ASTM D 461-47; ASA L14.52-1949)
General Methods of Testing Woven Textile Fabrics, L14.68 (Revision of ASTM D 39-39; ASA L5-1939)
Sponsors: American Society for Testing Materials; American Association of Textile Chemists and Colorists

Drawing Room Practice

American Standard Just Published—

Abbreviations for Use on Drawings, Z32.13-1950 (Revision of Z32.13-1946) $1.00
Sponsors: American Institute of Electrical Engineers; American Society of Mechanical Engineers

Electrical

American Standard Just Approved—

Test Code for Apparatus Noise Measurement, Z24.7-1950
Sponsor: Acoustical Society of America

In Board of Review—

Electrical Indicating Instruments, C39.1 (Revision of C39.1-1949)
Sponsor: Electrical Standards Committee
Brushes for Electrical Machines, C64 (Revision of C64-1935)
Sponsor: National Electrical Manufacturers Association

In Correlating Committee—

Terminology for Piezoelectric Crystals (49 IRE 14.S1), ASA C16.17
Methods of Testing Vehicular Communications Receivers (49 IRE 16.S1), ASA C16.18
Methods of Testing Amplitude-Modulation Broadcast Receivers (48 IRE 17.S1), ASA C16.19
Methods of Testing For Effects of Mistuning and Downward Modulation, (49 IRE 17.S1), ASA C16.12a, Supplement to American Standard Methods of Testing Frequency Modulation Broadcast Receiv-

ers, (47 IRE 17.S1), ASA C16.12-1949
Methods of Measurement of Television Signal Levels, Resolution, and Timing of Video Switching Systems (50 IRE 23.S1), ASA C16.20
Sponsor: Institute of Radio Engineers

Submitted to ASA for Approval—

Sampling Electrical Insulating Oils, Method of Test (ASTM D 923-49; ASA C59.21)
Power Factor and Dielectric Constant of Electrical Insulating Oils of Petroleum Origin, Method of Test (ASTM D 924-49; ASA C59.22)
Gas Content of Insulating Oils, Method of Test (ASTM D 831-48; ASA C59.23)
Inorganic Chlorides and Sulfates in Insulating Oils, Method of Test (ASTM D 878-49; ASA C59.24)
Detection of Free Sulfur in Electrical Insulating Oils, Method of Test (ASTM D 981-48T; ASA C59.25)
Natural Block Mica and Mica Films Suitable for Use in Fixed Mica-Dielectric Capacitors, Specification for (ASTM D 748-49; ASA C59.26)
NEMA Standards for Laminated Thermosetting Products (Revision of C59.16-1949)
Method of Testing Sheet and Plate Materials Used in Electrical Insulation (Revision of ASTM D 229-46; ASA C59.13-1948)
Sponsor: American Society for Testing Materials

Audiometers for General Diagnostic Purposes, Z24.5
Sponsor: Acoustical Society of America

Gas-Burning Appliances

American Standards Just Approved—

Approval Requirements for Gas Water Heaters Z21.10-1950 (Revision of Z21.10-1949)
Addenda to Approval Requirements for Gas-Fired Room Heaters Z21.11-1950 (Revision of Z21.11-1949)
Approval Requirements for Installation of Gas Equipment in Large Boilers Z21.33-1950 (Revision of Z21.33-1922)
Addenda to Approval Requirements for Central Heating Gas Appliances Z21.13-1950 (Revision of Z21.13-1945)
Installation of Gas Piping and Gas Appliances in Buildings, Z21.30-1950 (Revision of K2-1927 and Z27-1933)
Sponsor: American Gas Association

Highway Traffic

American Standard Just Approved—

Specifications for Traffic-Actuated, Traffic Signal Controllers and Detectors, D13.1-1950
Sponsor: Institute of Traffic Engineers

Mechanical

American Standards Just Published—

Involute Splines, B5.15-1950 $2.00
Sponsors: American Society of Mechanical Engineers; Metal Cutting Tool Institute; National Machine Tool Builders' Association; Society of Automotive Engineers
Gear Nomenclature, Terms, Definitions, and Illustrations, B6.10-1950 $1.50
Sponsors: American Gear Manufacturers Association; American Society of Mechanical Engineers

American Standards Just Approved—

Transmission Roller Chains and Sprockets, B29.1-1950 (Revision of B29a-1930)
Inverted Tooth (Silent) Chains and Sprocket Teeth, B29.2-1950
Sponsors: American Society of Mechanical Engineers; Society of Automotive Engineers
Recommended Practice for Mechanical Refrigeration Installations on Shipboard, B59.1-1950
Method of Rating and Testing Refrigerant Expansion Valves, B60.1-1950
Sponsor: American Society of Refrigerating Engineers

In Correlating Committee—

Tolerances for Ball and Roller Bearings, B3.5
Sponsor: Mechanical Standards Committee

Submitted to ASA for Approval

Specifications for Zinc Coated (Galvanized) Iron and Steel Sheets (Revision of ASTM A93-48T; ASA G8.2-1949)
Specifications for Seamless Copper Water Tube (Revision of ASTM B88-49; ASA H23.1-1949)
Specifications for Brass Wire (Revision of ASTM B134-49; ASA H32.1-1949)
Specifications for Leaded Red Brass (Hardware Bronze) Rods, Bars, and Shapes (Revision of ASTM B140-49; ASA H33.1-1949)
Sponsor: American Society for Testing Materials

New Project Requested—

Nomenclature for Metal End Products, B63

Mining

Submitted to ASA for Approval—

Tumbler Test for Coke (Revision of ASTM D 294-29; ASA K20.3-1936)
Sponsor: American Society for Testing Materials

Motion Pictures

American Standards Just Published—

Cutting and Perforating Dimensions for 32-Mm Sound Motion Picture Negative and Positive Raw Stock, Z22.71-1950 $.25
Cutting and Perforating Dimensions for 32-Mm Silent Motion Picture Negative and Positive Raw Stock, Z22.72-1950 $.25
Sound Records and Scanning Area of 35-Mm Sound Motion Picture Prints, Z22.40-1950 $.25
Sponsor: Society of Motion Picture and Television Engineers

Petroleum Products and Lubricants

American Standard Just Published—

Method of Test for Knock Characteristics of Motor Fuels by the Motor Method, ASTM D357-48; ASA Z11.37-1949 $.25
Sponsor: American Society for Testing Materials

In Board of Review—

Test for Interfacial Tension of Oil Against Water by the Ring Method (ASTM D 971-50; ASA Z11.64)
Test for Oxidation Stability of Lubricating Greases by the Oxygen Bomb Method (ASTM D 942-50; ASA Z11.65)
Determination of Butadiene Content of Polymerization Grade Butadiene (ASTM D 973-50; ASA Z11.66)
Test for Saponification Number of Petroleum Products by Potentiometric Titration (ASTM D 939-50; ASA Z11.67)
Test for Thermal Value of Fuel Oil (Revision of ASTM D 240-39; ASA Z11.14-1939)
Test for Sulfur in Petroleum Products and Lubricants by Bomb Method (Revision of ASTM D 129-49; ASA Z11.13-1949)
Test for Existent Gum in Gasoline (Air Jet Evaporation Method) (Revision of ASTM D 381-49; ASA Z11.36-1949)
Sponsor: American Society for Testing Materials

Photography

In Correlating Committee—

Dimensions for Photographic Dry Plates (Inch Size), Z38.1.30 (Revision of Z38.1.30-1944)
Flash Synchronizing Equipment Bipost-Type Connecting Cord Ends and Pins, Z38.4.26
Flash Synchronizing Equipment Bayonet-Type Connecting Cord Ends and Pins, Z38.4.27
Sponsor: Optical Society of America

Safety

In Board of Review—

Safety Code for Installing and Using Electrical Equipment in and About Coal Mines, M2.1 (Revision of M2-1926)
Sponsors: American Mining Congress; Bureau of Mines, U. S. Department of Interior
Code for Ventilation and Safe Operation of Open-Surface Tanks, Z9.1 (Revision of Z9.1-1941)
Sponsors: American Industrial Hygiene Association; American Society of Heating and Ventilating Engineers; National Association of Fan Manufacturers

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Resources Board

(*Continued from page* 15)

carnation" of the Conservation Coordinating Committee which operated so successfully during World War II under the aegis of the War Production Board. Authorization to revive this activity has been granted by Chairman Symington, and I have spent the past several weeks contacting the heads of 19 government agencies that will participate. Through this committee it will be possible to plan broad programs of conservation that will be carried out by all government departments and agencies having a major concern with materials, facilities, manpower, and production. The program has been received with uniform approval.

In my many contacts in Washington I have found increasing appreciation of the work of ASA and its member-bodies, and a developing desire to give it the government cooperation and backing which are needed.

Photography Committee Honors Dr Loyd A. Jones

"WHAT a predicament the camera user must have been in before the work of Committee Z38." This was the remark of Major General John Hilldring, USA (ret), General Manager of Foreign Operations, General Aniline & Film Company, at a luncheon given in New York November 30 by the ASA Photographic Standards (Correlating) Committee. The luncheon celebrated the organization of four new committees to take over the work of ASA Sectional Committee on Photography, Z38, and honored Dr Loyd A. Jones, chairman of the Z38 Committee for his leadership.

General Hilldring said he was surprised that a little over ten years ago there were practically no standards in the photographic industry in the United States.

"When Dr Jones and his committee went to work, it was in such a wilderness that everyone who produced photographic equipment set his own standards, to the everlasting confusion of everyone who used photographic materials," he said. As "a concrete instance of the monumental job done by Dr Jones and his committee," he cited his own experience using "a General Electric light meter, a Bell and Howell camera, and an Ansco color film, in a cartridge of one of our competitors." Everyone concerned with photography from the chemical to the finished print has benefitted from the work of the Z38 committee, he indicated.

On behalf of the committee and "of everyone in photographic standardization work," Allen Stimson, Photometric Engineering Section, General Electric Company, presented Dr Jones with a handsomely bound volume containing the 135 American Standards completed during his chairmanship. In making the presentation, Mr Stimson said: "In the 12 years of subcommittee and sectional committee work, Dr Jones has been the 'moving spirit.' In many cases agreement on standards was difficult and required sacrifices on the part of the members. Dr Jones has been a most able chairman in coordinating this varied group."

The eleven years of work by the Z38 committee was carried on under the sponsorship of the Optical Society of America.

Chairmen of the four new committees have been named and subcommittees organized to do the preliminary detail work needed to develop standards. They are:

Sizes of Films, Plates, and Papers—Paul Arnold, Assistant to the Technical Director, Ansco; Editor of Photographic Science and Technique of the Journal of the Photographic Society of America, *Chairman*

Subcommittees:—Film Dimensions, Paper Dimensions, Physical and Chemical Characteristics of Film and Paper (Exclusive of Dimensions)

Photographic Sensitometry—Marion E. Russell, Eastman Kodak Company (Mr Russell is in charge of color materials at Kodak Park), *Chairman*

Subcommittees:—Paper Grading, Color Sensitometry, Testing of Flash Lamps, Photographic Unit for Illuminance

Photographic Apparatus—F. E. Carlson, Chairman of the Technical Division, Photographic Society of America (Photographic Lighting Department, General Electric Company, Nela Park, Cleveland), *Chairman*

*Subcommittees:—Cameras, Optical Equip*ment, Projectors

Photographic Processing—John I. Crabtree, Research Department, Eastman Kodak Company, *Chairman*

Subcommittees:—Processing Apparatus, Processing Chemicals, Processing Procedures

Maj Gen Hilldring (Ret) (left) was main speaker at the committee luncheon honoring Dr Jones (right).

Paul Arnold, F. E. Carlson, John I. Crabtree, and Marion E. Russell are new photographic committee heads.

Procurement Tool

(*Continued from page* 19)

considered in development of a standardization program:

1. The development of specific ideas and expressions which will define and limit standards and standardization — and thereby establish the basis of what these are and what they are intended to do.
2. A survey of the existing situation in each company, particularly the business organization, purchased materials, purchasing methods, and manufacturing facilities.
3. Establishment of a specific program, with an operating organization and definite objectives.
4. Development, formulation, issuance, and use of standards.
5. Periodical review and revision of standards.

Some of the problems that may be encountered, Mr Page declared, include:

Difficulties of obtaining a well coordinated standards group which probably cuts across organizational lines already established

Differences of opinion as to the need for standards and what should be covered thereby

Trouble in agreeing on a time schedule, and carrying it through without one or more extensions.

Varying opinions as to the purpose for which the standards are required. (The purchasing man wants them for his purpose; the operating man wants them drawn so they are essentially a part of his manufacturing specifications.)

Considerable trouble in consistent formulation. (The tendency is to draw standards which are not complete, particularly not complete with relation to sampling, testing, and disposition.)

Consumer Clinic

(*Continued from page* 24)

Miss Kelley enlivened the meeting by showing samples of what a good cake should look like and what some actually do look like when nonstandard measuring spoons and cups are used, or when they are baked in the wrong size pan.

Stores in Minneapolis are carrying equipment that meets the American Standard Dimensions, Tolerances, and Terminology for Home Cooking and Baking Utensils, a survey by General Mills shows. More and more women are buying according to size, the survey indicates. "We must all continue to work toward complete standardization of kitchen utensils for the benefit of ourselves and the homemakers of America," Miss Kelley declared.

News Briefs

• • **Aircraft Standards**—Coordination of standards of the Civil Aeronautical Administration and the military would decrease the cost of aircraft and make commercial cargo aircraft available for military use in emergencies. This was the theme of an address by Alan F. Kelsey, project engineer of Boeing Airplane Company, Seattle, at a session of the American Society of Mechanical Engineers' annual meeting November 28. The session was sponsored by the aviation and materials handling divisions of the ASME, the Institute of Aeronautical Sciences, and the Society of Automotive Engineers.

The lack of standardization in requirements increases the cost of aircraft for both the commercial operators and the government, Mr. Kelsey declared. For example, the Air Force requires a Zone 1 (power section) fire extinguisher system in the nacelle, the CAA does not.

"Another item preventing certification of military transport aircraft is the CAA requirement for a fuel dumping system," he continued. "If it is necessary for commercial transport aircraft, why not for military? Both carry passengers who are entitled to equivalent standards of safety. The aircraft manufacturer could produce better aircraft for less money if differences in opinion such as these were resolved."

• • **Approval of Committee Members** — Scrutiny of sectional committee memberships is being intensified by the American Standards Association. By approving the personnel of each committee at least every three years, it is expected that an even better record can be chalked up for application of the consensus principle in approval of American Standards. A new amendment to the Bylaws of the American Standards Association authorizes this policy. In addition it calls for approval of a committee's personnel when a standard prepared by that committee is submitted for approval, and if there has been a change in the membership of the committee between the time it was last approved and the time the standard was submitted.

• • **Wax Polishes**—"Performance standards will occupy a prominent place in the initial program of the newly formed Committee D-21 on Wax Polishes and Related Materials," the American Society for Testing Materials predicts in its October 1950 *Bulletin*. At a two-day meeting at the National Bureau of Standards September 14 and 15, subcommittees on nomenclature, raw materials, physical and chemical tests, and performance tests held their first meetings. The main committee also met, adopted bylaws, and elected officers. W. W. Walton, National Bureau of Standards, is chairman; J. V. Steinle, S. C. Johnson and Son Company, vice-chairman; and B. S. Johnson, Franklin Research Company, secretary.

• • **Rayon Fabrics** — Technical representatives of the New York Board of Trade showed their interest in the Proposed American Standards on Rayon Fabrics at a meeting October 18. Comprehensive discussion of the Proposed American Standards took place during the meeting of the Textile Section's Technical Committee, attended by representatives of weaving, finishing, retailing, home economics, and independent interests.

• • **ASTM Standards** — Action taken on new tentatives and on revisions of standards by the American Society for Testing Materials' Administrative Committee are reported in the *ASTM Bulletin*, October, 1950. A detailed list of all the revisions and new additions is given in an accompanying table.

American Standards for the Drafting Room

..... Z14.1-1946 Drawings and Drafting Room Practice	$1.50
..... Z32.2-1949 Welding, Graphical Symbols for	.50
..... Z32.2.2-1949 Plumbing, Graphical Symbols for	.40
..... Z32.2.3-1949 Pipe Fittings, Valves, and Piping, Graphical Symbols for	.40
..... Z32.2.4-1949 Heating, Ventilating and Air Conditioning, Graphical Symbols for	.40
..... *Z32.2.5-1950 Railroad Use, Graphical Symbols for	.75
..... *Z32.2.6-1950 Heat-Power Apparatus, Graphical Symbols for	.35
..... Z32.3-1946 Electric Power and Control, Graphical Symbols for	$1.00
..... Z32.5-1944 Telephone, Telegraph and Radio Use, Graphical Symbols for	.80
..... Z32.9-1943 Architectural Plans, Graphical Electrical Symbols for	.40
..... Z32.10-1948 Electron Devices Graphical Symbols for	.60
..... Z32.12-1947 Electrical Apparatus, Basic Graphical Symbols for	.60
..... *Z32.13-1950 Abbreviations for Use on Drawings	1.00

These thirteen American Standards for use in drafting rooms are among those most often requested from the American Standards Association. Now they are offered again as a set at a reduced price, with the addition of three new or revised standards—those shown above with an asterisk (*). List prices apply on fewer than the complete set of those standards. Draftsmen and engineers will particularly want to have on hand the new material which has been incorporated into Z32.13-1950 Abbreviations for Use on Drawings.

Complete set $8.00

Order Blank

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